

PART I OF TWO PARTS

Sales Management

THE MAGAZINE OF MARKETING



WORRIES... SOLUTIONS for the fortnight beginning July 1

How to Help Your Husband Be More Successful . 28

Let Your Salesmen Set Price 30

Assignment: Train 21,500 Men 34

"You Can't Put Wine in Cans!"... But Yosemite Did. 49

So No One Would Buy Aluminum Boats! 54

FIFTY CENTS

A BILL BROTHERS PUBLICATION

JULY 1, 1955

cash. The average newsstand gives the public its free choice of 150 magazines. It offers no inducement to buy. No cut rates. No combinations. And week after week, people put down more cash money for The Saturday Evening Post than for any other general magazine. (In any 4 weeks, on newsstands, it outsells the two big picture books combined.) Remember

this when you weigh the comparative vitality of magazine circulations.



A CURTIS MAGAZINE

From January through June 1955
advertisers gave McCall's the...

BIGGEST FIRST SIX MONTHS' ADVERTISING REVENUE IN McCALL'S HISTORY!*

Advertisers recognize the importance of the woman as the buyer for the family.

And McCALL'S, with its 12,000,000 readers, reaches the *women who buy* in greater numbers than ever before.

Moreover, McCALL'S impact is greater because editorially it is more up-to-date. It reflects *all* of a woman's interests — including her family.

In no other magazine today can an advertiser reach this woman and her family with more effect than in McCALL'S. Ask your McCALL'S representative to bring you the *proof* in facts and figures.



***Here are the figures!**

PERIOD	AD REVENUE
Jan. to June, 1955.....	\$7,773,559
Jan. to June, 1954.....	\$6,996,758
INCREASE	11%

*SOURCE: 1954 FIGURES, PIB. FIRST 3 MONTHS, 1955, PIB. SECOND 3 MONTHS, 1955, PUBLISHER'S ESTIMATE.



THE rapid and continuing shift of population to the suburbs and beyond has created a new concept of sales areas and market places. Today, over 68% of the U. S. consumer market is found in towns and places of under 50,000 population.

The importance of these smaller towns and cities in terms of national sales is understood by alert Sales Managers who make an intelligent appraisal and diligent study of the shifting American population and the shifting mind of the American consumer.

	% of National Volume in Towns Under 50,000 Pop.
Hardware Store Sales	73.0%
Food Store Sales	61.9
Automotive Store Sales	64.8
Drug Store Sales	57.2
Furniture-Household-Radio Sales	64.8
General Merchandise Sales	43.8
Total Retail Sales	59.2
Gasoline Station Sales	69.2
Auto Repair Shop Volume	60.5
New Car Sales	58.7
Population	68.3
AMERICAN LEGION HOUSEHOLDS	70.0

Pardon our pride of possession, but with 70% of our 2,700,000 American Legion households located in these communities of under 50,000 population, we figure we have a healthy corner of this market ... we call it "Legion-Area".

You can become a welcome friend in the homes of Legion-Area through consistent advertising in *The American Legion Magazine*. A Legionnaire's loyalty to his organization is matched only by his loyalty to brands advertised in his own magazine.

Your product can also become a familiar item on the shelves of Legion-Area shops through the merchandising support of *The American Legion Magazine Retail Advisory Council*.

Nearly 3,000,000 consumer units, buying in 17,000 Legionnaire owned and operated retail outlets, (members of the R.A.C.) adds up to a "Dealer-Consumer-Advertiser" selling power offered by no other magazine.

THE AMERICAN LEGION MAGAZINE



Retail
Advisory
Council

720 Fifth Avenue, New York 19, N.Y.

Sales Management

CONTENTS

PART I

JULY 1, 1955

ADVERTISING

Using Advertising as a Sales Tool—
No. 19 of a Series

Building Sales from the Bottom Up

Kennecott Copper aimed its advertising toward creating consumer awareness of adequate wiring needs; then, it encouraged distributors and dealers to continue the campaign. Result: an increased demand for copper.

By Frank B. McKown, Vice-President, Kennecott Sales Corp. 40

CONVENTIONS

NSE Membership at New High:

25,450 for '55 44

DEALER RELATIONS

So No One Would Buy
Aluminum Boats!

Imaginative solicitation of dealers and prospects saved tiny Lone Star from foundering with its revolutionary boat. Example: opening dealerships by long-distance telephone. Now the firm has another tradition-smasher: a Fiberglas boat.

By E. M. Bishop, President, Lone Star Boat Manufacturing Co. 54

HUMAN RELATIONS

How to Help Your Husband
Be More Successful

Dear Wife: This article is for you. As the better half of a man whose profession is sales, you exert a tremendous influence on his success—and on the success of his company. Are you doing all you can to assist him?

By Jack Wichert, National Advertising Sales Promotion Manager, Schmidt Lithograph Co. 28

MARKETS

Third Quarter Sales: Up 5% over '54

By Peter B. B. Andrews 66

PACKAGING

"You Can't Put Wine in Cans!"
... But Yosemite Did

Tradition blew up with a bang when this California co-operative tested canned sweet wines first for keeping qualities, then for market acceptance. The new container opens fresh promotional opportunities, makes possible lower sales costs. 49

PRICING

Let Salesmen Set Price!

Give your salesmen authority to negotiate capital goods prices, suggests the author, and credit them with part of the price they obtain between the rock-bottom and your asking prices.

By James E. Jump, President, James E. Jump & Associates. 30

RESEARCH

Corrections to the Survey of Buying Power 78

SALESMANSHIP

The Importance of Selling to Our Economy

By Susan Hillebrandt 48

SALES MANAGEMENT

Are You Overselling Your Sales Job?

By John M. Elliott, General Partner, George H. Elliott & Co. 31

SALES TRAINING

Assignment: Train 21,500 Men
For Authoritative Salesmanship

This was the task facing Prudential management on the eve of a new policy introduction. The polished performance that resulted is a classic example of sales leadership.

By Philip Patterson 34

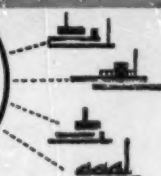
DEPARTMENTS AND SERVICES

Advertisers' Index	79	"Lost Sales" Quiz	43
Comment	19	Sales Trends (Retail)	70
Executive Shifts	65	Scratch Pad	80
High Spot Cities	70	They're in the News	32
Human Side	12	Tools for Selling	52
Letters	6	Trends	25

Worth Writing For 60

How much is
1 NEW MARKET
worth to you?

**NEW
MARKETS
33 1/5¢
EACH**



Will you pay 33.2 cents each to reach NEW markets?

Industrial Equipment News reaches 452 industries ... 452 different markets ... and costs only \$150 on a 12-time schedule.

That's just \$.322 per market.

Very few suppliers know all of the industries that can buy their products.

Even one new market added to the industries you already sell is worth while. But IEN will do development work for you in all the markets there are, all 452 subdivisions of the 20 basic industries, including all you are now selling and all the others that might buy if they knew about your products.

In these 452 markets IEN influences the 64,000 product selecting officials in the 40,000 establishments which make 80% of the national product.

What an opportunity to explore new markets, find and develop new customers!

And our immediately interested readers will respond ... will reveal who and where they are and why they are prospects.

IEI's exclusive SPECIFIC INFORMATION sales leads have set a new standard in the screening of inquiries.

You don't have to guess about IEN results ... they speak for themselves.



Details?

Send for complete
DATA FILE

**Industrial
Equipment
News**

Thomas Publishing Company



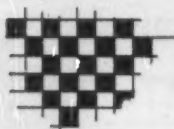
BPA 461 Eighth Avenue, New York 1, N. Y.

NBP ... Affiliated with Thomas Register

Big Aggie makes a winning move for **RALSTON PURINA**



*in the land where TV means "Taint Visible"**



Selling feeds in vast, 5-state Big Aggie Land is no parlor game. But WNAX-570 has the winning system. Take Ralston Purina Feeds in the Checkerboard Bag for example.

Big Aggie Farm Service Editor Chet Randolph airs a 20-minute show for Purina 3 days a week, but his promotion doesn't end there. Chet jumps all over Big Aggie Land promoting Purina. He picks up Purina success stories and makes powerful "local proof" commercials of them . . . he tells Purina dealers how the other guy

is doing it with regular, personal letters . . . he shows up at every major farm show and exhibit to put his popular standing with farmers behind Purina Feeds.

It's WNAX-570's personal interest that clears the board for Purina. And if you'd like Big Aggie on your side, your Katz man can arrange it.



WNAX-570

YANKTON, SOUTH DAKOTA

A Cowles Station • CBS Radio

Don D. Sullivan, Advertising Director. Under the same management as KTV Channel 9, Sioux City: Iowa's second largest market.



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
EXECUTIVE EDITOR.....A. R. Hahn
MANAGING EDITOR.....John H. Caldwell
FEATURE EDITOR.....Lawrence M. Hughes
ASSOC. MANAGING EDITOR Philip L. Patterson
ASST. MANAGING EDITOR Robert C. Nicholson
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
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WASHINGTON EDITOR.....Jerome Shoenfeld
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ASST. DIRECTOR OF RESEARCH.....Alfred Hong
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SALES PROM. MGR.....Christopher Anderson
ADVERTISING SERVICES
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McClenaghan, Randy Brown, Jr., Gerald
T. O'Brien, Gordon F. Brine.
CHICAGO 1, ILL. (333 N. Michigan Avenue,
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.
SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
ASSISTANT DIRECTOR.....Edward S. Hoffman
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
Bldg., Philadelphia 19, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

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PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated
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Member



July 1, 1955

Volume 75

No. 1

BBDO Newsletter

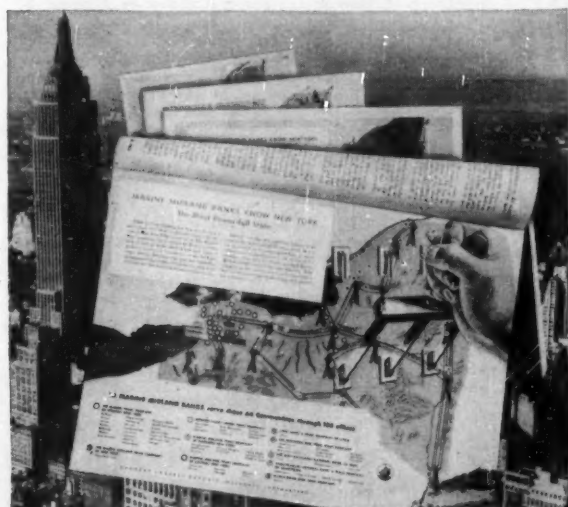
- 1 Golden Rule
- 2 Prize Package
- 3 N. Y. Specialists
- 4 Pin-Curl Exclusive



① Help others and you help yourself was the philosophy behind the Ac'cent promotion for June 1955. Because Ac'cent — flavor-building monosodium glutamate — makes chicken so tasty, advertising promoted chicken dishes and told how Ac'cent brings out *all* their flavor. The poultry industry and retailers across the country responded with requests for more than 400,000 colorful point-of-sale pieces.



② When pilot contests gave canned soft drink sales a real boost, Continental Can Company decided to go all out in 1955. Promotion high light is a \$25,000 consumer contest . . . 25 words on "Why I like soft drinks in cans." Contests with \$15,000 in prizes encourage dealer-salesman support. Contests run May 22-July 16 in 40 markets, backed by heavy advertising and point-of-purchase material.



③ There's a world of opportunity in New York State, as businessmen can see in these unusual color maps for The Marine Midland banks. Each pinpoints an outstanding business advantage of the Empire State, and proves "Marine Midland banks know New York." Color ads appear in *Business Week*, *U.S. News & World Report*. Black-and-white versions in *The Wall Street Journal*. BBDO Buffalo.



④ The pin-curl crowd, those 8 out of 10 women who set their hair in pin-curls, are getting well-deserved beauty attention. Now, Revlon offers the first and only pin-curl spray-set — "Satin-Set." It sprays on quickly, sets pin-curls that last twice as long. Campaign breaks in *Life*, continues in magazines, newspapers and on network TV with *The Johnny Carson Show* and *The \$64,000 Question* quiz show.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA

AMONG ALL

NEW JERSEY

CITIES WITH

POPULATIONS

OVER

100,000

Passaic-Clifton

RANKS FIRST

IN

PER CAPITA

INCOME ...

\$236 HIGHER

THAN THE

NATIONAL

AVERAGE

THE HERALD-NEWS of Passaic-Clifton

New York General Advertising Office
18 East 41st Street, New York 17

JAMES J. TODD, Manager

LETTERS TO THE EDITORS

Attention: Alice B. Ecke

WHAT'S IN A COMPANY NAME?

I thought maybe you would be interested in hearing about one of my pet peeves brought to mind by your article, "Company Name-Change Means Teamwork" (SM, June 1, p. 52).

When are companies, big or small, going to swallow their air of conceit and admit that the majority, by far, of the people who pass their plants do not know what products they make? It gripes me no end to ride along and see a beautiful plant with just the company name outside. No other indication of its products or services.

What a wonderful opportunity they are missing. For a few dollars they can buy a sign that will repay them with thousands of dollars' worth of publicity. Why not consider putting on a drive to convince all companies to tell what products they make, along with putting their company name on the outside of their buildings?

No, I am not in the sign business. I am in the index business. But I would like to know what products are being made in all these new, nice-looking, modern plants springing up all over.

Clarence W. Clemen

Vice-President, Sales
G. J. Aigner Co.
Chicago, Ill.

MAN-HUNTING? USE THE PHONE

The article by Bernard Gallagher, "Bum Steer on the Real Low-Down When You Follow Up a Reference?" (SM, June 15, p. 110) is excellent. He apparently is an experienced interviewer.

As far as references are concerned, I cannot remember a single case where I have asked for a written reference on a prospective employee wherein I received a negative answer. . . . There is an inclination on the part of almost everybody to help out the fellow who is looking for a job, providing it doesn't cost anything to the commentator.

The best way to get the facts is to send a letter to the person who is used as a reference and then follow it up with a phone call. If a person has anything negative to say about anybody, he hesitates to put it in writing. However, a phone call will usually bring out the facts. After all, when it becomes necessary for an executive to discharge an employee, he always hopes in his heart that the individual will do a better job some place else.

Philip J. Kelly

Vice-President and Managing Director
Chivas Brothers Import Corp.
New York, N. Y.

MAKING SALESMEN AN EAGER AUDIENCE

I agree with Bill Rados that the "how" of delivery is just about as important as the "what" of content. ("How to Get Salesmen to Listen, Learn and Love It," SM, June 1, p. 66). I have often heard salesmen say, "I got some real hunks of red meat out of that meeting that I can use." I have heard others say, "That was a ham-and-eggs program—one that I can understand," and, "That fellow really said something that made sense. He, thank heavens, skipped the eye-wash and lettuce."

I think Bill has written a good, basic, down-to-earth article. I like his seven points and have used them all innumerable times. I do not, however, feel it is in good taste to put into an article anything that would tend to pan someone else. I am referring specifically to the "Mr. Rat" story, the Chicago Sales Executives Club, etc. I believe this could have been treated in a different manner or left out entirely.

W. W. Powell

Director of Merchandising
The Hoover Co.
North Canton, O.

IS THERE A "UNIVERSAL" SALESMAN?

We agree with the eight "universal" man specifications outlined by Richard S. Schultz ("Universal Salesman," SM, June 15, p. 86). Unfortunately, we haven't found we're able to use the same measuring stick for all salesmen in our company. This, of course, is due to a diversity in personality traits, previous training, temperament, territories worked, and their own family situations.

We wish it were possible, in a way, for you to standard-mold for the ideal salesman and then by persuasion — by force is necessary—to reform all men into a general standard model. It certainly would help to increase volume considerably and make things easier in the main office.

Dinny Robb

Sales Manager
King Candy Co.
Ft. Worth, Tex.

THE GOVERNMENT AND FALSE ADVERTISING

That was an interesting article by your Jerome Shoenfeld, "FTC's Legal Eagles Now Sinking Claws into False Advertising" (SM, June 1, p. 34). Any reasonable-minded publisher would welcome any fair and well-directed effort to eliminate false advertising, as that would lessen the burden a newspaper is under to protect its readers from such advertising. I think that a good case in point is the work the

(continued on page 8)

SALES MANAGEMENT

"Like adding another full-time salesman— for only \$75 a month"

**That's what one company found when it
used Long Distance systematically**

Recently the sales manager for an eastern electrical company decided to find out how Long Distance could be used to increase sales at low cost.

He called in a telephone company representative. They worked out a plan for integrating Long Distance into the company's sales program. The plan was tried—and results were measured.

The sales manager's summary: "The increased efficiency and additional orders produced by Long Distance are worth as much to us as one more full-time salesman on the road." The cost: only \$75 a month.

We have some specific suggestions on how Long Distance can save time and produce more sales in your business. We'd like to pass them along to you. Just call your Bell Telephone Business Office. A representative will visit you at your convenience.

LONG DISTANCE RATES ARE LOW

Here are some examples:

New York to Philadelphia	50¢
Cleveland to Indianapolis	90¢
Chicago to Pittsburgh	\$1.15
Boston to Detroit	\$1.40
Washington, D.C., to San Francisco	\$2.50

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number. It's Twice as Fast.

BELL TELEPHONE SYSTEM



EAGER READERS?



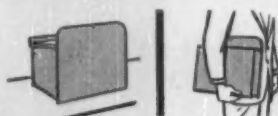
yes,
and "live"
ones, too!

When you check circulation statements, please note that the Farmer-Stockman counts only "live" (paid-in-advance) subscribers . . . none are carried in arrears.

Furthermore, all subscriptions are secured without the means of come-ons . . . premiums, gimmicks, gadgets, gew-gaws. Folks subscribe to the Farmer-Stockman because they want it! So, assure yourself of "eager" readership in the rural Southwest! Remember, Farmer-Stockman circulation is not only big . . . it's clean! The Farmer-Stockman gives you only "live" subscribers . . . eager readers who make your advertising expenditures "pay off" at the cash register!

the Farmer-Stockman

Owned and Operated by
THE OKLAHOMA PUBLISHING CO.
The Daily Oklahoman • Oklahoma City Times
WKY Radio • WKY-TV
Represented by THE KATZ AGENCY



Portable, folding lectern...

Ideal for sales meetings, conferences, etc. Write for literature.

\$1975

DETROIT LECTERN CO., INC.
13336 Kercheval Ave. • Detroit 15, Mich.

LETTERS

FTC has done on the mail-order advertising of insurance—particularly health, accident and casualty insurance. Obviously, it would be impossible for a publisher to take the time to compare the policy of each company with the advertising copy, as the FTC has done.

Harold S. Barnes

Director, Bureau of Advertising
American Newspaper Publishers Assn.,
New York, N. Y.

NEVER SAY "FIRED"

The Scratch Pad page is always good for sparking an idea, or the recollection of some sound principle. Most folks will agree with T. Harry Thompson about "fired" being an ugly word. (SM, May 20, p. 96). Its best place is in Webster's to be used exclusively for purposes of definition.

The item reminded me of what an old professor repeatedly told our class about words and their use. He said, "Languages and words were created to say nice things to and about people." I have never forgotten these words of wisdom.

Carl M. Randel

District Manager
Lewyt Corp.
Brooklyn, N. Y.

Attention: Harry Woodward WATCH YOUR LANGUAGE, BOY

Hey—what's "raunchy" mean? You used the word in "They're in the News" (SM, May 20, p. 40) to describe the Austin-Healy that Rufus Choate drives to town every day. The dictionaries in this office fail to enlighten me.

Casilda V. A. Wyman

Manager, Commercial Research
Farm Journal
Philadelphia, Pa.

► Since it was our Pete Woodward who perpetrated "raunchy" on SM readers we're letting him answer: "Raunchy" is part of, to the uninitiated, the unintelligible sports car jargon which has sprung up among that little band of brothers, those happy few—the Sports Car set. It means sharp. Or hot. Or whistle-eliciting. Or just "Va-RooMMM!"

SOME MORE BABY TALK

I was very much interested in Frederic Kammann's letter to SALES MANAGEMENT under the title of "Babies Make Good Salesmen" (SM, May 20, p. 8, Letters column). I thought perhaps he'd be interested in what has probably been the most consistent use of an individual's picture from year to year.

One of our Canadian distributors is Sears Limited, Toronto. When the daughter of William Sears was born, her baby picture was featured on the company's calendar. Since then, each year her picture has been used recording her growth. She is now a young lady nearing 20. I have occasionally been in plants of Canadian printers where someone has a whole stack of calendars from different years of Mary Sears. It is a very interesting conversational piece and has done Sears Ltd. a lot of good.

Lee Augustine

Vice-President
The Printing Machinery Co.
Cincinnati, O.

A TRIBUTE TO SALESMEN

Over the period of 20 years that I have been interviewing salesmen, I have found them to be the backbone of any success I have gained as a purchasing agent. ("Purchasing Agents Rate Salesmen," SM, June 15, p. 54). Our industry (chemical and pharmaceutical) went through one of the most chaotic periods from a standpoint of supplies during World War II and Korea. Yet our company did not suspend any operations for one minute for lack of raw materials. This was only made possible by the salesmen who called on us.

The honesty and integrity of salesman can be rated as high as that of any other group. In other words, we are all human beings with human frailties.

In our industry I feel that salesmen are extremely well versed. The new group of chemical salesmen is made up of bright young men who have earned a degree in chemistry or the allied sciences. Some of the more progressive companies then have these young men spend about six months in the plant so that they become better acquainted with production problems. Before going out into the field they attend classes in salesmanship, credit, etc. As part of this training curriculum a purchasing agent from another company usually lectures to them so that they can learn at first hand what is expected of them by the purchasing agent.

There is room for improvement, however, and this improvement is just as vital with the purchasing agent as with the salesman. The NAPA (National Association of Purchasing Agents) is doing considerable work in running forums where sales problems are discussed. The sales folk are also doing something about it and on many occasions I have been asked to address annual sales meetings so that the salesmen can hear about the purchasing agent's gripes in person. If both groups realized that one is vital to the other, there is no reason why sales and purchasing men shouldn't make one of the strongest industrial teams.

Carl T. De Prima

Director of Purchases
Hoffman-La Roche, Inc.
Nutley, N. J.

SALES MANAGEMENT


What's going on in Oklahoma?

Oklahoma is growing . . . Jet Propelled!

The world's biggest air depot is getting still bigger! With 25,000 now on a payroll topping \$100 million a year, Oklahoma City's Tinker Air Force Base is still growing. Already worth more than the combined assets of Sears Roebuck and Montgomery Ward, it is being made even bigger by the addition of a jet fighter-bomber wing and a \$15 million construction program.

Everything's growing in Oklahoma. In the past five years, Oklahoma City alone has added 25,000 new homes, 31 shopping centers, and many industrial and office buildings, schools and churches.

Everything grows in Oklahoma because, in addition to Tinker Air Force Base, oil, agriculture, livestock, manufacturing, wholesaling and distributing contribute to the continued good business picture. To make your sales grow in this market, advertise in the newspapers which keep growing with Oklahoma.



THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES



Published by The Oklahoma Publishing Company, The Farmer-Stockman
WKY Radio, WKY-TV, Represented by The Katz Agency, Inc.

Farm Journal and Town Journal Acquire Country Gentleman— Open Broad Dual Highway to Rich Countryside Market— Farm and Town.

- *Now it will cost less to reach and sell the big and growing U.S. farm market.*
- *Now it will be easier and cheaper to reach deeply and effectively into the hearts and minds of millions of home-town families all over America.*
- *Both readers and advertisers will get more for their money—much more.*

Twenty years ago, FARM JOURNAL introduced a new kind of farm magazine to meet the needs of a new kind of farm market. FARM JOURNAL did not wait for the new era. It led the way, helped mightily to make it possible and became the recognized leader in a highly competitive field—first with readers by hundreds of thousands, first with advertisers by millions of dollars.

Of the more than sixty million people who live beyond the metropolitan centers—in Countryside America—two thirds do not live on farms. Although a great many of these people do have a business interest in farming, many, many do not. Nevertheless, thousands upon thousands of them read farm magazines regularly.

To us, this meant just one thing. Farm magazines are family magazines. Here, in the very center of the great U. S. family market, was an enormous, ready-made opportunity for a non-farm, *family* magazine. We produced TOWN JOURNAL to meet this need.

It was the warm reception given TOWN JOURNAL by countryside families and the ever-widening appreciation of its power and place by advertisers which led us to purchase the COUNTRY GENTLEMAN and extend this concept of the right magazine to the right people in the countryside market.

COUNTRY GENTLEMAN is a distinguished magazine with a fine audience divided nearly equally among families living in towns and families living on farms.

It is our purpose to give both divisions of this audience the magazine which will best serve the needs and interests of the readers.

To farm families we will deliver an even greater FARM JOURNAL-COUNTRY GENTLEMAN.

To non-farm families, we will deliver a bigger, richer and more helpful family magazine, TOWN JOURNAL.

And to advertisers everywhere, we will deliver unprecedented coverage of top quality, undiluted circulation—farm and/or town—at a notable savings in cost, now and in the future.

OF IMMEDIATE INTEREST TO ALL MEDIA PEOPLE!

The current U. S. subscription circulation of the COUNTRY GENTLEMAN is approximately 2,420,000. Of these, we estimate that 1,300,000 duplicate with FARM JOURNAL, 300,000 with TOWN JOURNAL.

Our object will be to divide these 2,420,000 subscribing families into two groups—those who take an active interest in farming and those who do not.

We will begin by splitting the subscription list into two parts—the 1,250,000 R.F.D. subscribers and the 1,170,000 non-R.F.D. subscribers.

Of the 1,250,000 R.F.D. subscribers, we estimate that 700,000 already subscribe to FARM JOURNAL. This is now being determined. Duplicate FARM JOURNAL subscriptions will be extended. The remainder—550,000—will become new subscribers of FARM JOURNAL.

We are writing to the 1,170,000 non-R.F.D. subscribers offering FARM JOURNAL to those who have a real farm interest, TOWN JOURNAL to those who do not.

It is anticipated that FARM JOURNAL's circulation will be increased from this group by perhaps 100,000 and TOWN JOURNAL's circulation by from 500,000 to 600,000. The remainder will be largely accounted for by extensions of duplicating subscriptions.

With all COUNTRY GENTLEMAN subscribers, as with our own, our policy of satisfaction or money back will apply.

We are confident that FARM JOURNAL's net paid, unduplicated circulation will rise from the present 2,870,000 to more than 3,500,000 with the September issue—TOWN JOURNAL from the present 1,650,000 to more than 1,900,000 and continuing to grow to more than 2,000,000 by mid-fall.

Current, low, FARM JOURNAL, TOWN JOURNAL and COUNTRYSIDE UNIT rates now in effect will apply through the January 1956 issues.

New guarantees and new rates effective with the February 1956 issues will be published shortly.

BUY OF A LIFETIME!

Beginning with the September issues and continuing for five big months, throughout the very height of the selling season—

Pay the current FARM JOURNAL rates based on 2,850,000 circulation—enjoy the power of *two* great names and more than 3,500,000 circulation—a bonus of more than half a million per issue!

Pay the current TOWN JOURNAL rates based on 1,600,000 circulation—feel the impact on 2,000,000 or more busy buying families in the very heart of the big U. S. family market.

Save more, sell more—buy the COUNTRYSIDE UNIT—(FARM JOURNAL-COUNTRY GENTLEMAN and TOWN JOURNAL). Current rates based on 4,450,000—actual circulation nearer 6,000,000!

FARM JOURNAL, Inc.

Publishers of Farm Journal and Town Journal

Washington Square, Philadelphia 5, Pa.

Graham Patterson, Publisher

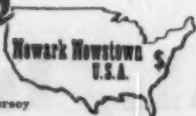
Richard J. Babcock, President

Where folks FEDDER their nests

FEDDERS room air
conditioners led the field
... in the first
CONSUMER ANALYSIS
of greater Newark ...
good advertising
gets results in the

**Newark
News**

Newark 1, New Jersey
O'Mara and Ormsbee



THE HUMAN SIDE



MAN AT WORK . . . This is Prescott Baston who considers his job child's play. But adults and large corporations like 'em, too.

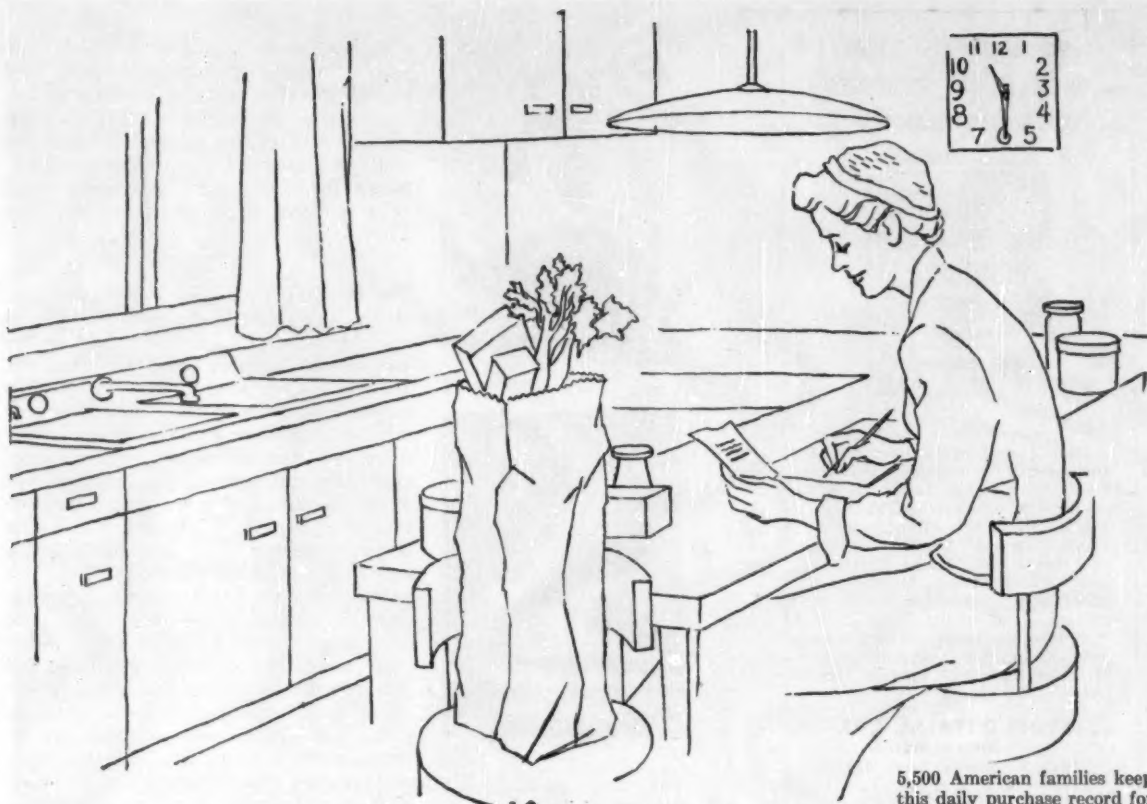
Dental Plaster and Genius: They've Built Up Quite a Business!

In the peaceful, salt-sprayed old town of Marblehead, Mass., a busy studio turns out finger-high miniature figures, in cement, which have been commissioned by some of the country's blue chip corporations. The artfully decorated little figures represent either a company's trademark or one of its products. The studio which is making a very good thing of American business' brand name consciousness is Sebastian Studio, Inc. And the head of it is a big, burly artist who looks like a football coach and who freely admits he got into his unusual business through a happy accident.

It was back in 1938 that the artist, Prescott Baston, started his studio in the basement workshop of an odd-looking building on one of Marblehead's crooked streets. He had discovered that miniatures—of almost anything—have enormous appeal for people. He didn't visualize then that he could arouse the same enthusiasm from industry. He had, in the past, hired out as a mural painter, furniture mover and interior decorator. But Baston discovered he had an unexpected knack for modeling miniature figures. Way led on to way.

It was a friend with a plastic wood business who asked Baston to try plastic molding for his new hobby. The idea was good but the results didn't please the artist. He began to experiment with other materials. Finally he found that he got the best results from, of all things, dental cement. He pours this tough, pliable material into rubber molds. After it has hardened he peels the mold off "like a girdle."

His first creations for advertising purposes were a little Shaker couple. A woman who ran a restaurant wanted them as her business trademark. She was so delighted with Baston's creation that she ordered a thousand, started selling them!



5,500 American families keep this daily purchase record for us on products ranging from toothpaste to automobiles

This woman tells us *every time* she buys your product!

- ☐ She tells us when she *started* buying it
- ☐ What price she paid
- ☐ Who in her family uses it
- ☐ From what competitor she *switched*
- ☐ What *similar* product she buys if she is *not* your customer
- ☐ What income group the family is in

5,500 American families—the J. Walter Thompson Consumer Panel—actually write down each day's purchases *as they make them* in your product field.

Then, at the end of each month, they send this day-by-day purchase record to us.

These Consumer Panel families

are an accurately proportioned sample of the entire population.

Hence, the picture you get of their buying habits is truly representative of the buying habits of the whole country.

The Consumer Panel is *not* a one-time survey. It provides you with a *continuing, up-to-date* picture of your

market. Month after month, it gives you intimate knowledge of *who* buys or *fails* to buy your products.

The *whole year's* cost of this service to Panel subscribers is often *less* than the cost of a *onetime* survey of comparable national coverage.

. . .

If you want to know more about this instrument for sales planning—*how it has been used to find and win new markets*—spot trends at their beginnings—analyze the effectiveness of special sales and offers—write today to Dept. S-P-8.

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Nairobi, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

**magnific Gifts mailed
direct to your customers
and friends from ITALY!**



This year make a lasting impression, with gifts that are a thrill from the moment they arrive! Select from large variety of handmade treasures in Florentine leather, silver, gold-finished wood, Venetian glass, real briar, etc. Many \$1, none over \$4. Amazing buys made possible by favorable exchange rate. Shipped direct from Italy, duty free. We'll enclose card with your name. See merchandise at N. Y. office or send for free catalog.

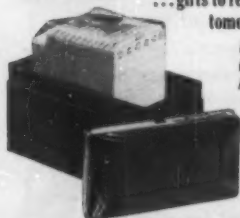
TESORI D'ITALIA, LTD.

(Treasures of Italy)

1261 Broadway, Dept. 429
N. Y. 1, N. Y.

Puzzled for Good Will Gifts?

Here are sure-fire answers! Unique reminders, certain to be warmly accepted, enthusiastically used by busy people everywhere. Scientifically designed to help remember . . . gifts to remind your customers of you daily!



MEMINDEX,
the Automatic
Memory.

Pocket Case for temporary memos on dated, indexed cards. Cards transferable to Desk Unit . . . no transcribing! Saves time, money.

PLANNING GUIDE Desk Calendar. A masterpiece of design. Exclusive, never-before-available features. Simplifier, organizer, reminder. Modern, handsome, functional, different! (See below)

Generous Discounts on Volume Orders!

For Prices
and Catalog
write Dept. SM-3



WILSON MEMINDEX COMPANY

149 Carter St.

Rochester 21, N. Y.



Chiquita Banana . . . United Fruit Company's famous personality looks good enough to eat in Sebastian's interpretation. United used the figurine in many ways—as gifts to food editors of leading magazines and newspapers and to participants in Pillsbury's Bake-Off contest. She is also sold as a souvenir on United's Great White Fleet.



The Jell-O Lion . . . He's not quite four inches tall and he doesn't scare anyone: He's one of 12 figures Sebastian created as sales tools for General Foods Corp. He and his fellow creatures were used in national advertising and they're credited with getting more mouths to open wider for Jell-O than any single piece of promotion the company ever used. In advance of a national campaign Jell-O mailed the little lion to thousands of buyers. Of course people wanted to know who made such a charming miniature. Through such free publicity Baston has harvested a bumper crop of orders from large corporations. But institutions — like banks — which aren't country-wide but which have traditions and prestige, also have been Baston customers. What could better lend the personal touch, which banks everywhere are these days attempting to achieve, than its trademark made into an engaging miniature. Especially, if (like the bank below) its trademark is an Indian?



The Shawmut Indian . . . This formidable brave is a re-creation of the famous Indian head of National Shawmut Bank of Boston. The bank has used him at conventions both in Boston and at distant points. He's also been used (in gross lots) as gifts, to further local interest in Shawmut's service.

And radio stations, too, found that nothing cements its listening audience's loyalties like a Sebastian creation. Take for instance a Boston station . . .



Jesse Buffum . . . an announcer on Station WEEI, Boston. His radio personality was that of a rural philosopher. WEEI got the idea of this figurine and those modeled after six other radio personalities so that advertising and trade executives throughout the country might become acquainted with the station's flavor and personality. But the figures got a wider circulation: Jordan Marsh, big Boston store, sold them by the hundreds. Now they're on knick-knack stands all over New England.

Today Sebastian Studio fills orders for better than 150,000 figurines a year, boasts a staff of a dozen artists and workmen, finds its operations almost overflowing into the street.

And why not? Orders come from some unexpected places. Recently Baston got an order from a Bishop. He wanted Joan of Arc in chain mail and blue and white tunic!



PREDICTION...

the **VISCOUNT** will change your travel habits!

Once you've flown the Viscount — world's first turbo-prop airliner — you'll never want to travel any other way. Its four powerful Rolls-Royce engines make the Viscount exceptionally fast and pleasantly free from disturbing noise and vibration.

The Viscount will be serving Capital cities soon.
Be among the first to enjoy this new concept in flight.



Powered by



ROLLS-ROYCE

Capital

AIRLINES

INTERESTED IN THE COMMERCIAL AND

F. W. Dodge Corporation estimates that American commerce and industry will invest close to \$3.75 billions in new building projects in 1955—nearly 40% of the nation's total investment in all types of nonresidential building.

Your approach to this great market will be most effective when it is guided by these three basic market facts:

- 1 95% of the total dollar volume of all U. S. commercial and industrial building, large and small, is architect-engineer designed.
- 2 The very large firm that is more or less continuously engaged in building depends on its own *staff architects and engineers* (building experts) to act for their management associates in the design of new buildings and the selection of building materials and equipment.

In so far as the building product salesman is con-

cerned, these staff architects and engineers are the owners of new commercial and industrial building projects. They are the men whom he must sell.

- 3 The average firm in commerce or industry enters the building market just once or twice in a lifetime. It is inexperienced in building design, technology, and building product specification. Therefore it relies on independent architectural and engineering firms (building experts) to design its buildings and to specify building materials and equipment.

Thus, the efficient and economical way to sell the tens of thousands of commercial and industrial firms of all sizes that enter the building market each year is to sell architects and engineers including (1) staff architects and engineers who actually are owners of building projects; (2) independent architects and engineers who act for owners.

You can reach more of these architects and engineers more economically with information on your products in *Architectural Record* than in any other architectural magazine.

Here's a representative list of commercial and industrial organizations in which *Architectural Record* has two or more subscribers:

HOW MANY ARE PROSPECTS FOR YOU?

Abitibi Power & Paper Co., Ltd.
Addressograph-Multigraph Co.
Aerojet General Corp.
Air Reduction Co., Inc.
Alabama Power Co.
Allied Chemical & Dye Corp.
Allis-Chalmers Mfg. Co.
Alton & Southern Railroad
Aluminum Co. of America
American Air Filter Co., Inc.
American Brake Shoe Co.
American Can Co.
American Car & Foundry Co.
American Cyanamid Co.
American Houses, Inc.
American Oil Co.
American Optical Co.
American Radiator & Standard Sanitary Corp.
American Steel Brick Corp.

American Steel & Wire Co.
American Telephone & Telegraph Co.
American Tobacco Co.
American Viscose Corp.
Ames Aeronautical Laboratory
Anaconda Copper Mining Co.
Anchor Hocking Glass Corp.
Anheuser-Busch, Inc.
Appalachian Electric Power Co.
Arabian American Oil Co.
Ark Fuel Oil Corp.
Armco Steel Corp.
Armour & Co.
Armstrong Cork Co.
Atlantic Refining Co.
Avco Manufacturing Co.
Babcock & Wilcox Co.
Bakelite Co.
Beckman Instrument Co.

Bell Aircraft Corp.
Bell Telephone Co.
Bell Telephone Co. of Canada
Bell Telephone Laboratories, Inc.
Bendix Aviation Corp.
Bethlehem Steel Co.
Bigelow-Sanford Carpet Co., Inc.
Birmingham Fabricating Co.
Blaw-Knox Co.
Boeing Airplane Co.
Boston Edison Co.
Bowaters Southern Paper Corp.
Bristol-Meyers Co.
Buckeye Cotton Oil Co.
Burlington Mills Corp.
Butler Manufacturing Co.
California Research Corp.
California Texas Oil Co.
Canadian Bridge Co., Ltd.
Canadian Chemical Co., Ltd.

Canadian National Railways
Canadian Pacific Railway Co.
Capitol Airlines, Inc.
Carbide & Carbon Chemical Co.
Carborundum Co.
Carnation Co.
Carrier Corp.
Ceco Steel Products Corp.
Celanese Corp. of America
Certain-teed Products Corp.
Champion Paper & Fibre Co.
Chesapeake & Ohio Railway Co.
Chrysler Corp. of Canada, Ltd.
Cincinnati Gas & Electric Co.
Cities Service Oil Co.
Climax Molybdenum Co.
Colgate-Palmolive Co.
Colonial Williamsburg, Inc.
Columbia Southern Chemical Co.
Commercial Solvents Corp.

INDUSTRIAL BUILDING MARKET?

Consolidated Aircraft Corp.
Consolidated Edison Co.
Consolidated Gas, Electric Light & Power Co.
Consolidated Paper Corp., Ltd.
Continental Can Co.
Continental Motors Corp.
Continental Oil Co.
Convair
Cooper-Bessemer Corp.
Corn Products Refining Co.
Corning Glass Works
Crane Co.
Cutter Laboratories
Dallas Power & Light Co.
Dayton Rubber Co.
Deere & Co.
Delaware Power & Light Co.
Detroit Edison Co.
Detroit Steel Products Co.
Diamond Alkali Co.
Diamond Match Co.
Douglas Aircraft Co.
Dow Chemical Co.
Dravo Corp.
Duke Power Co.
Dupont Co. of Canada, Ltd.
Duquesne Light Co.
Eastern Airlines, Inc.
Eastern Gas & Fuel Associates
Eastman Kodak Co.
Electric Boat Co.
Electro Metallurgical Co.
Emery Industries, Inc.
Equitable Gas Co.
Erie Railroad Co.
Esso Standard Oil Co.
Ethyl Corp.
Fairbanks, Morse & Co.
Falconbridge Nickel Mines, Ltd.
Ferro Corp.
Firestone Tire & Rubber Co.
Flintkote Co., Inc.
Ford Instrument Co.
Ford Motor Co.
Ford Motor Co. of Canada, Ltd.
Frisco Railway Co.
Gaylord Container Corp.
General Electric Co.
General Foods Corp.
General Motors Corp.
General Motors of Canada, Ltd.
General Petroleum Corp.
Georgia Power Co.
Georgia Power & Light Co.
B. F. Goodrich Co.
Goodyear Aircraft Corp.
Goodyear Tire & Rubber Co.
Granco Steel Products Co.
Great Atlantic & Pacific Tea Co.
Great Lakes Steel Corp.
Great Northern Paper Co.
Greenwood Mills
Gulf Oil Corp.
Gulf Refining Co.
M. A. Hanna Co.
Harshaw Chemical Co.
Hausman Steel Co.
Hercules Powder Co., Inc.
Hershey Chocolate Corp.
Holston Defense Corp.
Joseph Horne Co.
Hoover Co.
Horton Steel Works, Ltd.
Houston Lighting & Power Co.
Hughes Aircraft Co.
Hughes Tool Co.
Humble Oil & Refining Co.
Illinois Bell Telephone Co.

Ingersoll Products Co.
Ingersoll-Rand Co.
Inland Steel Co.
International Business Machines Corp.
International Harvester Co.
International Harvester Co. of Canada, Ltd.
International Lubricants Corp.
International Minerals & Chemical Corp.
International Paper Co.
Iowa Power & Light Co.
Johnson Service Co.
Jones & Laughlin Steel Corp.
Joy Manufacturing Co.
Kansas City Power & Light Co.
Kawneer Co.
Kellogg Co.
Kennecott Copper Corp.
Kimberly-Clark Corp.
Koppers Co., Inc.
Kraft Foods Co.
S. S. Kresge & Co.
S. H. Kress & Co.
Leeds & Northrup Co.
Lehigh Coal & Navigation Co.
Lehigh Portland Cement Co.
Libbey-Owens-Ford Glass Co.
Eli Lilly & Co.
Linde Air Products Co.
Link-Belt Co.
Lockheed Aircraft Co.
Los Angeles By-Products Co.
Lukens Steel Co.
R. H. Macy & Co., Inc.
Magnolia Petroleum Co.
Glenn L. Martin Co.
Marvin Manufacturing Co.
Masonite Co. of Canada, Ltd.
Mathieson Chemical Corp.
McColl-Frontenac Oil Co., Ltd.
McCrory Stores Corp.
Mead Corp.
Mereck & Co., Inc.
Mesta Machine Co.
Metallic Building Co.
Metro-Goldwyn-Mayer Pictures
Michigan Bell Telephone Co.
Minneapolis-Honeywell Regulator Co.
Minneapolis-Moline Co.
Minnesota Mining & Mfg. Co.
Minnesota & Ontario Paper Co.
Minnesota Power & Light Co.
Mississippi Valley Structural Steel Co.
Missouri Pacific Railroad Co.
Monsanto Chemical Co.
Morton Salt Co.
Mountain States Telephone & Telegraph Co.
Moynahan Bronze Co.
Nashville Electric Service
National Broadcasting Co.
National Carbon Co.
National Cash Register Co.
National Cylinder Gas Co.
New England Power Service Co.
New Jersey Bell Telephone Co.
New Orleans Public Service
New York Central Railroad Co.
New York Telephone Co.
Niagara Mohawk Power Corp.
Nickel Plate Railroad Co.
Norfolk & Western Railway Co.
North American Aviation, Inc.
Northern Electric Co.

Northern States Power Co.
Northrop Aircraft, Inc.
Northwestern Bell Telephone Co.
Ohio Bell Telephone Co.
Ohio Edison Co.
Ohio Power Co.
Owens-Corning Fiberglas Corp.
Pabst Brewing Co.
Pacific Gas & Electric Co.
Pacific Power & Light Co.
Pacific Telephone & Telegraph Co.
Pan American Refining Corp.
Pan American Southern Corp.
Pan American World Airways
Paramount Pictures Corp., Inc.
Penn Metal Co., Inc.
J. C. Penney Co., Inc.
Pennsylvania Power & Light Co.
Pennsylvania Railroad Co.
Pepsi-Cola Co.
Peterson Window Corp.
Petrilite Corp.
Charles Pfizer & Co., Inc.
Philadelphia Electric Co.
Philo Corp.
Phillips Petroleum Co.
Piasecki Helicopter Corp.
Pittsburgh Corning Corp.
Pittsburgh-Des Moines Steel Co.
Pittsburgh Plate Glass Co.
Polaroid Corp.
Portland General Electric Co.
Procter & Gamble Co.
Public Service Electric & Gas Co.
Puget Sound Pulp & Timber Co.
Pure Oil Co.
Quaker Oats Co.
Radio Corp. of America
Ralston Purina Co.
Remington Rand, Inc.
Republic Aviation Corp.
Republic Steel Corp.
Reynolds Metals Co.
H. H. Robertson Co.
A. V. Roe Canada, Ltd.
Saskatchewan Power Corp.
Schenley Distillers, Inc.
Scholl Manufacturing Co., Inc.
Scovill Manufacturing Co.
Sears, Roebuck & Co.
Seiberling Rubber Co.
Service Pipe Line Co.
Shawinigan Water & Power Co.
Sheffield Steel Corp.
Shell Chemical Corp.
Shell Oil Co., Inc.
Sinclair Refining Co.
Alexander Smith, Inc.
Howard Smith Paper Mills, Ltd.
L. B. Smith, Inc.
Socony-Vacuum Oil Co., Inc.
Sonoco Products Co.
Southern California Edison Co.
Southern California Gas Co.
Southern Pacific Co.
Southwestern Bell Telephone Co.

Southwestern Public Service Co.
Sperry Corp.
Sprague Electric Co.
Square D Co.
Standard Oil Co. of California
Standard Oil Co. of Indiana
Standard Oil Co. of Ohio
Standard Oil Co. of Kentucky
Stanolind Oil and Gas Co.
Stauffer Chemical Co.
St. Joseph Lead Co.
Studebaker Corp.
Sun Oil Co.
Superior Oil Co.
Surface Combustion Corp.
Swift & Co.
Sylvania Electric Products, Inc.
Tappan Stove Co.
Tennessee Eastman Co.
Tennessee Gas Transmission Co.
The Texas Co.
Texas Eastern Transmission Corp.
Texas Electric Service Co.
Texas-Empire Pipe Line Co.
Texas Gulf Sulphur Co., Inc.
Texas Instruments, Inc.
Texas Power & Light Co.
Textile, Inc.
Tide Water Associated Oil Co.
Timken Roller Bearing Co.
Toledo Edison Co.
Torrington Manufacturing Co.
Trane Co.
Trans-World Airlines
Truscon Steel Co.
Union Aluminum Co.
Union Carbide & Carbon Corp.
Union Electric Co. of Missouri
Union Oil Co. of California
Union Pacific Railroad
United Aircraft Corp.
United Airlines, Inc.
United Electric Coal Co.
United Gas Corp.
U. S. Gypsum Co.
U. S. Plywood Corp.
U. S. Rubber Co.
U. S. Steel Corp.
U. S. Steel Supply
R. T. Vanderbilt Co.
Virginia Electric & Power Co.
Walworth Co.
John Wanamaker
Warner Brothers Pictures Corp.
Washington Water Power Co.
West Pennsylvania Power Co.
West Virginia Pulp & Paper Co.
Western Electric Co., Inc.
Western Union Telegraph Co.
Westinghouse Electric Corp.
Wheeling Steel Corp.
Williamette Iron & Steel Co.
Wilson & Co., Inc.
Wisconsin Electric Power Co.
Wisconsin Telephone Co.
F. W. Woolworth Co.



Architectural Record

"Workbook of the active architect and engineer"

119 West 40th Street • New York 18, N. Y. • Oxford 5-3000

Scenes from America's
Upper Midwest



*Having wonderful
times... wish
you were here!*

EXCITING THINGS are happening in the great 3½ state market area called the Upper Midwest.

North Dakota's Williston Oil Basin has 14 proven fields, over 400 producing wells. Production should exceed 250,000 bbls. a day by 1960.

Minnesota's iron-bearing rock, taconite, is adding another 100 years production to the state's world-famous iron ranges. Investments currently being made in taconite processing plants in Minnesota may reach \$1 billion.

Over in the Dakotas, the magic brown coal called lignite makes possible whole new industries, and adds 300 years to America's solid fuel reserves.

The mammoth Missouri Basin Project will bring benefits of water conservation, flood control, irrigation and power to a 10-state area. North Dakota's \$300 million Garrison Dam starts operations this year.

Diversification, in industry and agriculture, is the key note of the area's prosperity. Upper Midwest states rank among the top 5 in the production of 17 major farm products... in Minnesota alone industrial employment has been increasing at twice the national rate.

Yes, we wish you were here, and the best way to reach this newest high-potential market is through the Minneapolis Star and Tribune. Only 4 cities* in the United States have Sunday newspapers with larger circulations than the Minneapolis Sunday Tribune, 620,000 in Minnesota, North and South Dakota and western Wisconsin.

*New York, Chicago, Philadelphia, Los Angeles



Minneapolis Star and Tribune
EVENING MORNING AND SUNDAY

620,000 SUNDAY • 485,000 DAILY

John Cowles, President

SALES MANAGEMENT

Please Be Specific, Mr. Eldridge

There is nothing subtle about the recommendation made by Clarence E. Eldridge, executive vice-president in charge of sales, advertising, marketing and research, Campbell Soup Co. We admire his bluntness in an era when the namby-pamby bland approach so often masks the real feelings of people, but we don't agree with his views. Said Mr. Eldridge to the Fiftieth Anniversary Convention of the Advertising Federation of America:

"Advertisers have the right to decide, on the basis of their own self-interest, what publications or other media they will and will not use. They have the right to ask not merely whether the medium in question will sell goods, but whether the publication is decent and loyal; whether, while pocketing the advertiser's money and publishing his advertising, it is permitting its editorial writers or its columnists or commentators to try in every way possible to discredit business and businessmen, and to lend insidious assistance—consciously or unconsciously—to those who would destroy our economic and social system. In other words, is the effect of its policies or its editorials or its commentaries to support and strengthen or to undermine and destroy the system upon whose survival the advertiser himself is so completely dependent?"

In this freedom-of-choice nation, no one would dispute Mr. Eldridge's contention that advertisers have a right to decide with whom they will spend their money. Nor will anyone contest his right to argue that an advertiser should use—or at least try to use—his economic power to dictate the editorial policies of publications or radio-TV programs. But no communications medium which amounts to anything is beholden to any group—business, labor, or whatever. While we thoroughly disagree with Mr. Eldridge's contention that business should dictate editorial policies, we're glad to see him speak out forth-rightly in support of his view. This will give all the people who believe that communications mediums should be operated for the benefit of the readers and listeners the opportunity to restate their editorial independence. It is well for each generation to find out for itself the benefits of editorial integrity.

We wish that Mr. Eldridge had seen fit to name names in his attack on communications mediums. Instead, Mr. Eldridge fired a broadside and said:

"Yet there are some publications and some executives of the broadcast industry, which seem to concede no similar right or interest to advertisers. They permit the use in their columns or over their stations of material clearly inimical to business and businessmen, and even to the economic system of which the advertiser is but a part."

Which stations and what people do you have in mind, Mr. Eldridge? How can you enlist support for your attack if you do not pinpoint the target?

We think that Mr. Eldridge was on sound ground when, a moment before, he said:

"Newspapers, magazines and networks are dependent for their very existence on the support of readers, listeners and advertisers. Let a newspaper or a network depart too far from policies and features acceptable to the readers and listeners, and they quickly lose circulation. This fact of giving implicit recognition is the constant effort to find out what readers and listeners want—and to give it to them."

We're glad that Mr. Eldridge reminded himself and all of us that when communications mediums get out of step with their

picture of a man...



... spending
\$7,000,000,000

THE Index of Buying Power in the \$7 billion dollar Fresh Fruit and Vegetable Industry is as simple as ABC—the 16,392 ABC circulation (net paid May 7, 1955 issue) of *The Packer*—the industry's complete weekly *Newspublication*.

These growers, shippers, distributors, wholesalers and retailers of fresh fruit and vegetables depend on *The Packer* for up-to-the-minute news of crops, market conditions, forecasts and new developments in their industry. Regular *Packer* readers represent better than 85% of the industry's buying power.

The *Packer's* growing circulation figures are an accurate index, too, of the progress made by this high-buying, ready-spending industry. Right now they indicate that in the past year the number of the top-buying-power leaders has increased by 1,182...better than half a billion dollars in additional buying power for *Packer* advertisers!

If you have something to sell to any or all parts of the Fresh Fruit and Vegetable Industry...the time is ripe now...and *The Packer* will deliver your message directly to the men who make the decisions.

THE PACKER

201 Delaware

Kansas City, Mo.

LEADING DAILY NEWSPAPER OF CALIFORNIA'S GREAT KIDWOOD EMPIRE

THE PRESS DEMOCRAT

Covering Sonoma, Lake and
Napa Counties

ESTABLISHED 1877
SANTA ROSA, CALIFORNIA

Afternoon Daily and Sunday
(Except Saturday)

May 20, 1955

Gilman, Nicoll & Ruthman
National Advertising Representatives
New York, Boston, Philadelphia,
Chicago, San Francisco, Los Angeles.

Gentlemen:

Sonoma County did over \$166 million Retail Sales in 1954,
three million more than in 1953 (S/M 5-10-55).

Our greatest year, against the nation's "second best". And
this despite some lowering of auto sales and a less-than-
average cherry and prune crop.

1955 WILL HIT AN EVEN BIGGER JACKPOT. WITH A BUMPER CHERRY
CROP ALREADY ASSURED (ROYAL ANNES USED TO MAKE MARASCHINO
CHERRIES) THAT WILL MAKE A LOT OF PEOPLE FILTHY RICH. THEY
BRING \$375 A TON COMPARED WITH \$80 A TON THAT MOST AVERAGE
CHERRIES BRING. OUR PRUNE AND APPLE CROPS NOW STAND AT 100%.

Our local merchants are really "on the ball" with all this
anticipated wealth, as our local display lineage is already
up 373,500 lines to May 20th, and sales are reported way up.

National advertisers don't usually get good news of this
kind until long after it has happened. So I thought you
would like to tell them about it now.

Dan Bowerman

Dan Bowerman
General Manager

Plenty of money now in
Santa Rosa and Sonoma
County, and more com-
ing!

A NATURAL for your fall
and winter schedules.
Color available.



Covered only by the
SANTA ROSA PRESS DEMOCRAT
Daily 28,189
Sunday 29,122

If you are looking for a
real live market in the
Bay Area, this is it!

Sonoma County ranks 18th in the United States
in Cash Farm Income, (\$72,413,000 in 1954),
while 223rd in county population.

Income from other sources (1954) was \$133,188,-
000, for a total of \$185,601,000.

Yes, there's plenty of money now, and more coming!

readers-listeners, they lose influence. When a medium bores its readers-listeners by being pro-business, or pro-labor, or pro-anything else, the readers-listeners have a magnificent answer: indifference. Nothing shrivels a publication faster. And when editors truly excite their readers-listeners, and establish rapport between themselves and readers, advertisers are very happy for the opportunity to reach the market served.

NAM Thinking on the Wane?

The modified guaranteed annual wage principle so swiftly worked out by Ford and Reuther has knocked a great big hole in what is traditionally regarded as the doctrinaire, NAM-type approach to manufacturing and marketing: "Even if it can be done this way, it ought not to be!"

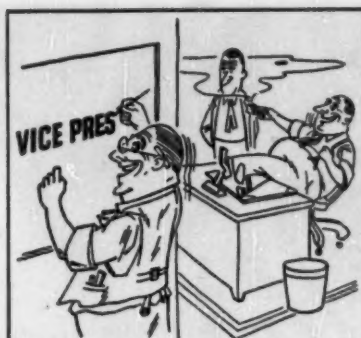
So marketing people, who usually take a more constructive point of view than that associated with the NAM approach, will have to accommodate themselves to the impact of the modified guaranteed annual wage principle, which is bound to be adopted by industry generally.

First of all, there is a tacit understanding that prosperity for a business and prosperity for its plant employees is a 12-month concern of everyone. No management will long tolerate violent ups and downs in production which will lay the corporation open to payment of wages for work not done. So the pressure is now stronger than ever on marketing people to find a way to persuade all of us to buy goods and services at a far more uniform rate than we ever thought possible. For as long as sales are high throughout the year, the modified guaranteed annual wage principle will not be the terror to corporate profit that pessimists like to warn against.

If you have some plans for smoothing out the traditional seasons in your business, now is the golden opportunity for you to lay them before your fellow top executives. If your plans involve new expenditures, now is the time to ask for the money because your associates in top management will expect you to come up with some suggestions for avoiding any payments under the guaranteed annual wage plan. The amount of money you would ask for to carry out your plans to try to eliminate peaks and valleys in sales—and in production—would be peanuts compared to the wages that would have to be paid out if you cannot find a solution to an uneven rate of sales.

You will find that the guaranteed annual wage idea will cause union leaders and union members to be far more sympathetic to the problems of the sales department. They recognize that you have to produce the sales before they can produce the work and get paid for it. So now you will find interest—and if you work at it, active support—from a group of people who have been largely indifferent, or perhaps even openly hostile to the "spending" of the sales department. If you do your job well, your president will feel happy, not only for the sales you've produced, but for the happier labor relations which you will bring to his administration of company affairs.

It may be a year or two before your particular company is enveloped by the guaranteed annual wage, or whatever your management and the union choose to call your own plan. That time is simply grace. The pressure on Ford and General Motors was inescapable. So it will be almost impossible for smaller companies not to meet competition. Both the management at Ford and the management at the automobile workers union showed unusual imagination in suggesting solutions for what has turned out to be a modified guaranteed annual wage plan. They faced the problems, but more importantly, they accepted the opportunities implicit in the plan which was adopted. You'll find it, probably, impossible to do less.



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only $\frac{1}{8}$ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



ARE YOU GETTING YOUR SHARE?



Well, one thing is sure — you don't have to increase your sales staff to bridge the gap between today's sales and tomorrow's objectives!

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

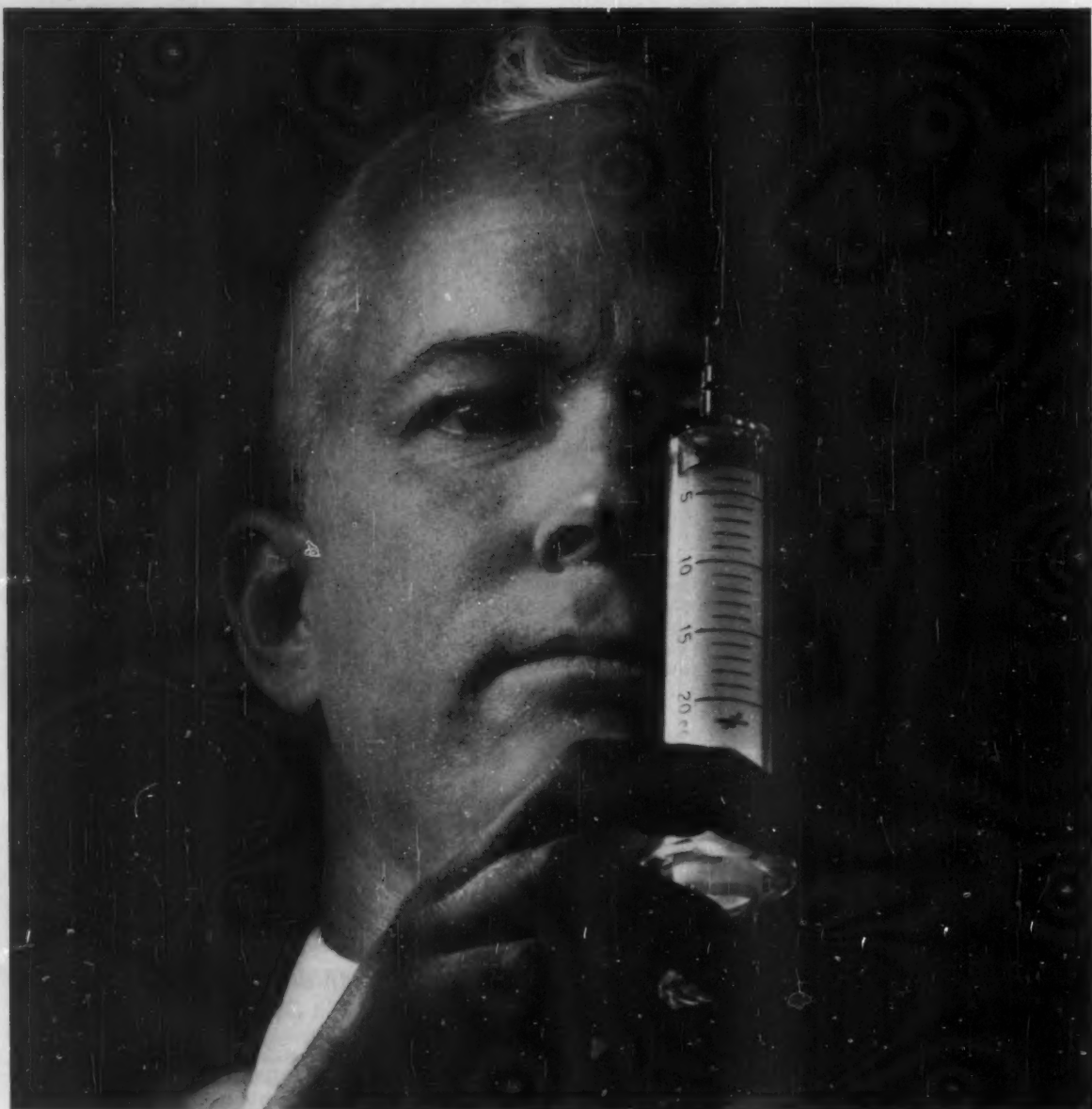
I'd like to see some of your ideas — no obligation.

Name _____

Company _____

Address _____ City _____

HILE-DAMROTH, INC.
270 Park Ave., New York City
Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising



Henry P. Becton, Executive Vice-President of Becton, Dickinson and Company, explains

"Why a doctor must never be rushed!"

"A famous surgeon used to say to his young student doctors, 'A man with a severed carotid artery will bleed to death in three minutes. You can sew it up in two-and-a-half minutes — *if you're not in a hurry.*'"

"Everyone who serves the medical profession must know how to be quick and sure. That's why Air Express is important to us at B-D. Our customers *must* be sure they can depend on us.

"A vaccination program, or a flood, fire or explosion can mean immediate need for hypodermic syringes and needles, elastic bandages, blood donor equipment. Air Express is the sure way to get it there.

"Air Express can save you money, too. A 20-lb. shipment from Rutherford, N. J., to Des Moines, Ia., for instance, is \$8.12. That's the lowest-priced complete service by \$1.48!"



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS ... division of RAILWAY EXPRESS AGENCY

It takes
PROTECTED QUALITY
to keep it on the go!

How often your carts go to the shelves depends on customer satisfaction with the products you sell. Keep them on the move with the reassurance of "Protected Quality"! Make it a point to promote the superior protection of Reynolds Wrap Aluminum Packaging—the packaging that shuts out moisture, air, odors and damaging light rays. You'll be building your prestige, your own reputation for fine products that are always fresh.



**THIS SEAL SAYS "QUALITY" BECAUSE
IT SAYS REYNOLDS WRAP**

More and more your best selling items tend to carry the Reynolds Wrap Aluminum Packaging Seal. It carries the name by which women know aluminum best, REYNOLDS WRAP, and sums up your story of "Quality Protection." So why not step up its proven sales power. Point it out to your customers!

BIG CONSUMER CAMPAIGN AND STORE-WIDE PROMOTION!

Your customers are seeing, hearing and reading the sales story of "Quality Protected with Reynolds Wrap Aluminum Packaging." Every month full-color advertisements appear in national magazines. The shining sales message has become a part of Reynolds nation-wide television time...every Sunday evening.

And more customers will see Reynolds bright store-wide "Rainbow Promotion" designed to boost the sales of Aluminum foil packaged products. For information on this promotion and the Reynolds Wrap Aluminum Packaging Seal, write: Reynolds Metals Company, General Sales Office, Louisville 1, Ky.

Better Homes
and Gardens

Family Circle

McCall's

Reader's Digest

JOURNAL



AMERICA'S 10th TV MARKET



316,000 Watts

TV AREA

TV SETS

1 New York	4,730,000
2 Chicago	2,255,000
3 Los Angeles	2,107,168
4 Philadelphia	2,094,852
5 Detroit	1,553,200
6 Boston	1,308,362
7 Cleveland	1,195,000
8 Pittsburgh	1,134,110
9 San Francisco	1,086,590
10 LANCASTER	912,950
11 St. Louis	785,162
12 Milwaukee	774,803
13 Washington, D. C.	741,000
14 Cincinnati	724,140
15 Indianapolis	663,000

WGAL-TV LANCASTER, PENNA.

NBC • CBS • DuMont

WGAL-TV's 316,000-watt signal on Channel 8 beams a clear picture from its mountaintop transmitter location to a wide area which collectively creates the tenth largest TV market in the Nation. Stations in only nine other areas reach more television sets than those in the WGAL-TV Channel 8 Mighty Market Place.

STEINMAN STATION • Clair McCollough, Pres.

Representatives:

MEEKER TV, INC.

New York
Los Angeles

Chicago
San Francisco

SALES MANAGEMENT

SHOULD SALES EXECUTIVES DESIGN THE PRODUCT?

A couple of years ago SALES MANAGEMENT surveyed sales executive readers on the subject of whether or not the sales department has an active voice in determining the design of the product, the design of the package and the choice of materials used in the product.

The "yes" answers were, respectively, 83, 79 and 58.

If we are getting away from the older concept that the chief function of the sales executive is to go out and sell what the factory turns over to him (as opposed to seeing to it that the factory makes what the public will want), it is a move in the right direction, but in plenty of companies the old concept remains.

In the June 13 issue of *Barron's* there is a fascinating story about the sewing machine industry, with particular emphasis on the battle between domestic makers and the European and Japanese imports. The following excerpts, interlarded with a few SM editorial comments in italics, show what happens when the sales executive can sell only what the factory wants to make.

"Whereas foreign makes, as recently as 1947, merely pinpricked Singer with their scanty 1% of the domestic market, they currently account for about half.

"After World War II, Singer returned to production without retooling. Its four basic models were the technological equivalents of those of the early thirties." *Why bring out a new and improved product when there was*

such pent-up demand for the old one?)

"This was the situation in 1947, when the zigzag sewing machine arrived, like a bolt from the blue, in the U.S. Actually, the zigzag principle traces back to 1934, when Singer's Scottish plant began producing machines with the new 'head' and selling them in the European market. The zigzag makes possible intricate embroidering stitches. . . . A post war Polish immigrant named Leon Jolson, once a distributor of Necchi sewing machines, set about importing four of the latest Necchi models from Italy. All were of greatly advanced design, capable of a variety of new stitches; more important, two of the models were zigzags." *(Singer had developed a new and better machine, but didn't sense the fact that American housewives wouldn't be satisfied forever with the old machines.)*

"How much of the market should now belong to Singer is a moot point, for there is no doubt whatever that foreign activity has been greatly responsible for the increase in demand for sewing machines. Technologically, the foreign makes have been in the van." *(The author of the article predicts that Singer, with improved models and a domestic advertising budget increased to \$5 million annually, will recapture a considerable share of the lost market.)*

But since the zigzag idea, as applied by the Europeans, was not new and had been used since 1934 by one of Singer's European factories, need the domestic market have been lost to anything like the degree it was?

TAKE COLOR, FOR EXAMPLE

An area where sales executives are up to their ears in a design problem is that of color. Dan O'Madigan, Jr., general sales manager of Packard, says that one of the most important and complex marketing assignments now being performed by his division is the one concerned with ascertaining customers' color preferences in the luxury car field. He is holding a series of color salons in key cities because, he says, "the automobile color picture promises to obsolete traditional market research methods and procedures especially in the luxury car field. Customer color preferences have become so varied, due to the many options available, that only through constant and diligent consumer research can fast-moving models be kept on showroom floors."

Everyone remembers the elder Henry Ford's dictum of the twenties: "Any color, so long as it is black." Today black has almost passed out of the picture in automobiles, but there are enough buyers who want to be individualistic to give black an upturn of 19% in popularity over

last year, according to the Packard people.

It's different in the kitchen, judging by the findings of a pilot survey by the Appliance Division of *McCall's* magazine. More than half of its readers would buy color appliances, with pastel shades leading in popularity, but only one dealer out of every four polled by *McCall's* was enthusiastic about adding color models to his stocks. Dealers' fears are threefold: A variety of color appliances would add inventory problems; they foresee a shade-matching problem when a consumer buys a stove of one manufacturer's brand, a refrigerator from another; they don't like the higher price tag on color appliances.

But women have a big talent for getting what they want, and a definite trend has started away from "surgical white." Appliance makers report that color models account today for 12%-15% of production and *McCall's* house publication, "Appliance Retailing," adds that demand has so far exceeded color production schedules.

SELECTIVE SELLING TO FARMERS

News of the purchase by Farm Journal, Inc., publishers of the Country-Side Unit, of Curtis' old *Country Gentleman*, only recently renamed *Better Farming*, happens to coincide with a study of the farm field by New York's First National City Bank. This study points out that agriculture has not responded to the general recovery in our economy, and the best guess is that net receipts from farming this year will be about 5% lower than last.

"But," the report goes on to say, "each year the farm income is spread around among a smaller number of farmers. On a per capita basis, this year's farm income should not differ greatly from the 1953 and 1954 levels. Even more encouraging is the surprisingly strong demand for farm implements which has filled the order books of the manufacturers, and the favorable retail sales reports from farm areas. Such developments indicate that the farmers who do the bulk of buying and investing (and hence have the greatest influence on the general economy) are in good shape, although those farther down the ladder may be feeling the pinch."

Probably in no other grouping of our population is there such a disparity between the haves and the have-nots, as we see among farmers. And can you think of any other group of people as large in numbers as the upper half of our farmers? It's a field where selective selling and selective advertising will surely pay off.

STEADY DOES IT

What are the marketing implications of the pacts inked by Walter Reuther's UAW and the automobile companies? Certainly most important from a marketing point of view is that more and more consumers will become both more able and more willing to spend on a 12-month basis. Seasonal peaks and valleys will be smoothed out still further. The wage earner, with accumulated "credit" units, will be more venturesome about assuming instalment debt than he otherwise might be.

The reasons for steady, consistent promotion will be-

come more impelling. The idea of advertising only six or seven months in the year never did make much sense; it will make even less sense as pay security becomes more general.

But on this subject of the marketing implications of GAW, the gem of the fortnight was coined by Donald I. Rogers of the *New York Herald Tribune* who wrote:

"It is not purchasing power that determines our prosperity; it's purchases."

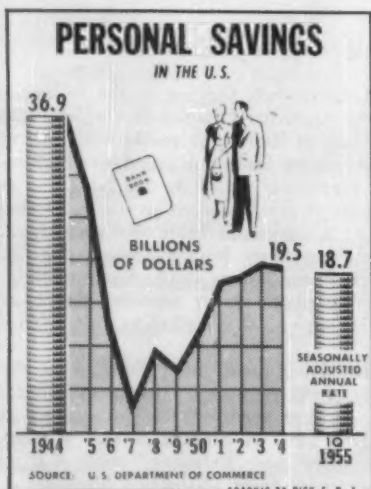
He goes on to point out that the worst depression in history burst in the nation when its purchasing power was at a peak but when its purchases were far below its rate of productivity. You can determine from SALES MANAGEMENT's *Survey of Buying Power* the areas of greatest purchasing power—but they are like a fireplace laid with kindling and dry logs. *Nothing happens until someone lights a match.* Selling and its tools, advertising and promotion, are needed to turn purchasing power into purchases.

SIGNIFICANT SHORTS

So You Want to Go into Selling! —That's the title of a 24-page booklet prepared by Charles R. Frederick for the Sales Executives Association of St. Louis (411 N. Seventh St.). It's a distillation of many ideas and suggestions on why selling is a good career and how to choose the particular field of selling which is right for the individual. If you're interested, write the club for quantity prices.

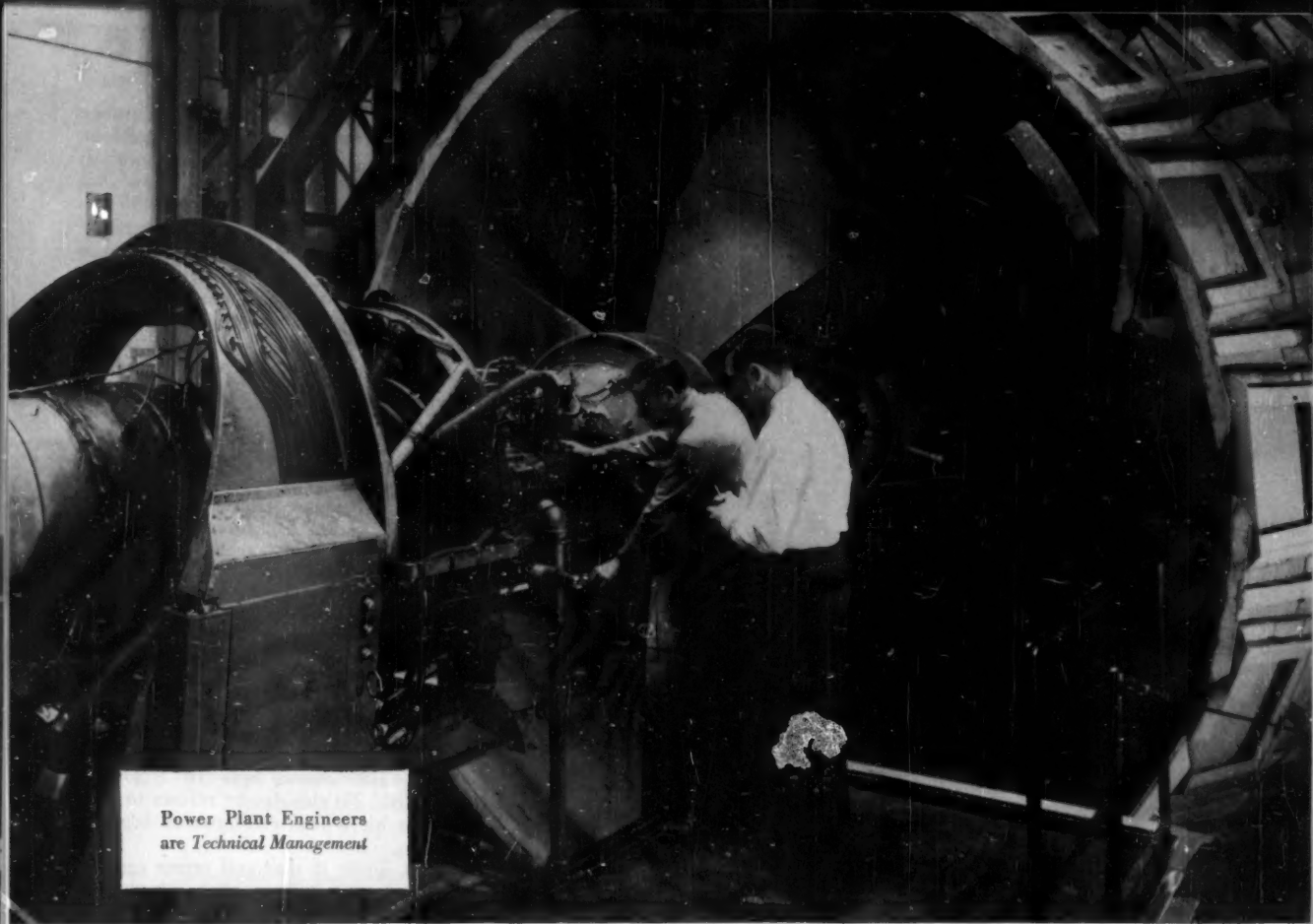
If discount houses have started a retail revolution it's a tribute to national advertising, according to the head of Masters, Inc., New York. He describes the successful discount house as not just a cut-price operation but "a streamlined, low-cost, fast-turnover, high-unit-volume, low-margin operation on pre-sold national brands."

PHILIP SALISBURY
Editor



HEADED FOR A BUST?—Are we on a dangerous spending spree—and headed for a bust? The answer seems to be "No," for savings continue high and instalment credit isn't "sticky." New motor wage pacts, which will spread to other industries, may encourage more credit buying.





Power Plant Engineers
are *Technical Management*

In Selling the Aviation Market...

**Technical Management Men
are your most important prospects**

These are the vice presidents of engineering and development, project engineers, designers, research scientists, aerodynamicists, chief engineers, purchasing agents, managers of production and maintenance, and other technical executives—even presidents—who are primarily responsible for the specification and selection of equipment and services throughout aviation.

Technical Management Men Use Aviation Age... to learn of new products and equipment, for reports on equipment applications and product performance, and for details of technical developments.

More Technical Management men read Aviation Age than any other aviation magazine...because it is the only magazine designed specifically for their information needs.

Your advertising will get results in...

***The* MAGAZINE OF AVIATION'S TECHNICAL MANAGEMENT**

Aviation Age

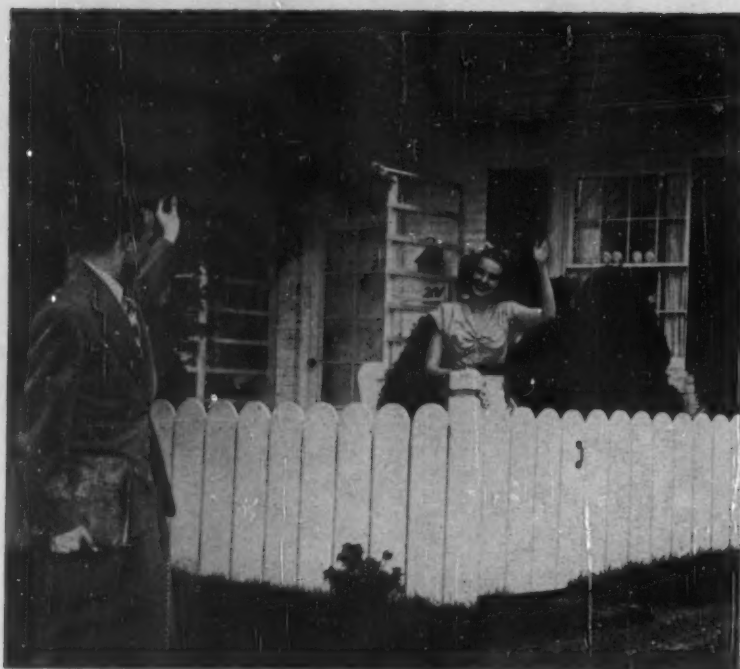
A CONOVER-MAST PUBLICATION
205 East 42nd Street, New York 17, N. Y.

NBP

EPA



For Wives Only!



How to Help Your Husband Be More Successful

Dear Wife: This article is for you. As the better half of a man whose profession is sales, you exert a tremendous influence on his success—and on the success of his company. Are you doing all you can to help him get ahead?

BY JACK WICHERT

National Advertising Sales Promotion Manager
Schmidt Lithograph Co., San Francisco

"More and more we realize the importance of *Mrs.* Salesman to *Mr.* Salesman's success."

So comments a wise and successful sales manager. You, as the wife of a salesman, can help your husband to help himself be a more successful salesman. As this happens, you will find your reward in a healthier, happier man, who will share with you a substantially increased income.

Just what can you do to help your

husband be more successful? As you read the following suggestions, ask yourself how well you are doing on each. At the end of the article you will find a check list. When you have finished reading the suggestions, rate yourself. Be honest.* I'm sure you will find the results most interesting and, I hope, flattering.

Understand your husband. How well do you know the man? Are you

aware of his strengths and weaknesses? What does it take to get him out of bed and on his way to work? Why does he get discouraged and what can you do about it? What effect does it have on him to come home and find the house a mess and you looking like the end of a bad day?

Unless you understand your husband's whims and caprices you cannot help him make the most of his good points and overcome his shortcomings. Therefore, if you are going to help him you must begin by knowing as much about him as possible.

I know of one real estate salesman whose wife decided that he would be more effective if he took some adult education courses in architecture and real estate. One night at dinner she said, "John, you ought to know something about architecture. Why don't you take that course starting at the high school next week?" As it happened, John had come home after a bad day. Furthermore, he already *knew* about architecture. Besides, he disliked people who tried to tell him what he should do. His answer was an emphatic "No!" To this day he refuses to discuss his wife's well-intended suggestion.

I doubt if that real estate agent's wife really understands her husband. If she does, she certainly has not applied it well. Who can say what effect her husband's refusal to take the course has had and will continue to have on that family's happiness and income?

Know your husband's job. There is a middle-aged matron in Northern California who has the reputation of being the happiest woman in her neighborhood. She is always smiling and happy. Whenever people talk to her they are impressed by her sparkle and interest in life. One day I asked her how she managed always to be so cheerful. She confided that even though she, too, gets tired and bored with housework and her daily routine, she finds a real thrill in sharing the day-to-day successes of her salesman-husband. She added that when she feels discouraged, she recalls the difficulties and problems he too must meet and realizes the futility of feeling sorry for herself.

Her husband told me that she is wonderful for his morale because she has a real interest in what he does. Each evening they share the day's experiences and her questions and attention help him in "getting things straight in my mind." Because she

*If you don't trust yourself or feel you may be prejudiced, let your husband rate you.

understands the nature of his job, she is tolerant when he must work late, or brings home an unexpected guest for dinner, or does any of the many other little things which may inconvenience her but are a necessary part of his job.

Help him set a goal. Have you ever sat down with your husband and outlined where your family is going and what you must do to get there? I know of several couples who have what they call their "five- and ten-year plans." Think about it for a moment. If you and your husband want a \$15,000 home, a \$3,000 car,

the chance to send your children to summer camp and later to college, you must plan on how you will accumulate the necessary income. You may be even more ambitious. If your plans call for the recognition and prestige that go with his being a regional or general sales manager, or the luxury of domestic help, or retirement at a fairly early age, your program must be even more aggressive.

Once you have defined your goals, you are able realistically to plan on how you will achieve them. Once the plan is completed, you can and should review your progress against it to

make certain that your accomplishments match the schedule.

Be proud of him, his company, and its products. Have you ever heard a mother say, "I don't want my boy to grow up to be a salesman?" Some of the women who have said it are married to salesmen. You can be sure that such wives are not proud of their husbands, the companies they represent or the products they sell.

Why do some wives criticize the selling profession? Basically, it is because they really know only one side of the job. Selling is not only one of

(continued on page 61)

Helping Your Husband Succeed

RATING CHART

Rate yourself 0, 1, 2, 3, 4 or 5 on each question. Five is a strong yes. Three is partially or sometimes. Zero is no or never. When you have finished, total your score and check it against the rating chart.

- | | |
|--|---|
| 1. How well do you understand your husband? Do you use your understanding to help him become a better salesman? _____ | 8. If he has to blow off steam, does he do it at home rather than somewhere else? _____ |
| 2. Do you know all the things he does while selling and why he must do them? _____ | 9. Do you have a budget? Do you live by it? _____ |
| 3. Have you and your husband set a specific goal for your family? For him in his current position? _____ | 10. Does he have a space set aside at home where he can keep his records and do his paper work? _____ |
| 4. Are you really proud of him, his company and his job? If he sells products your family uses, do you always buy them? _____ | 11. Do you give him time to work? Does he waste valuable selling time running errands for you? _____ |
| 5. Do you encourage him to see his dentist and his doctor on a periodic basis? Have you helped him to keep his waistline from bulging? _____ | 12. Do you keep family secrets at home? _____ |
| 6. Do you help him with his appearance? Were you proud of the way he looked when he left home this morning? _____ | 13. Could you "pull up stakes" and move to another town with a smile if you had to? _____ |
| 7. Does he see the doughnut or the hole? Do you help to keep him from getting discouraged? _____ | 14. Do you enjoy his business associates? Do you fill your social obligations in this regard? _____ |
| | 15. Do you trust him? Does he know you do? _____ |
| | 16. Are you currently working on at least one project to help him better himself? _____ |

Score

70-80

60-70

50-60

40-50

Below 40

Rating

We know who's really responsible for his success, don't we?

He's a lucky guy?

He doesn't brag about you much to his associates.

Are you really trying to help him?

Remember, it hurts you too. Do something about it now.

Ups Commission 44%, Your Profit 56%

Let's assume that your salesmen now get a 5% commission on sales, and that under a new flexible pricing system you would give them half the amount obtained over your cost. Let's further assume a product for which your cost is \$75 and the nominal minimum selling price (with all discounts) is \$100. Here is how it would work out:

	Conventional Method	Flexible Method
Nominal minimum selling price	\$100.00	\$100.00
Actual net selling price	83.00	87.00
Salesman's commission	4.15	6.00
Your net selling price	78.85	81.00
Your cost	75.00	75.00
Your net profit	3.85	6.00

This calculation, based on experience, shows that by providing the salesman with a method of pricing which enables him to get less than a 5% premium over the old method, his commission is increased by 44% and your profit by 56%.

Let Salesmen Set Price!

BY JAMES E JUMP*

Conventional methods to control and maximize bid and sale prices from headquarters:

1. Account for a large proportion of lost business.

2. Provide time for the buyer to use price concessions to induce competitive price concessions.

3. Result in needless sales expense, unnecessarily low prices and bad salesman morale.

The customary list price and discount schedule method of net pricing has been practiced from time immemorial and was made more or less respectable by the National Recovery Administration, Robinson-Patman and Fair Trade legislation. When this pricing method is rigidly followed, attractive orders are lost because of the inevitable price-cutter. Let's face it, everyone recognizes the necessity for special pricing to meet special situations, which are becoming the rule rather than the exception these days.

Your rigid price and discount schedule prevents salesmen from "giving the product away," but it also requires him to get special prices from headquarters. This often means going through several bosses, with all the

explanations, time and delays that inevitably involves. Time spent on "selling the boss" can easily exceed that spent on selling the customer.

Delays in obtaining special prices often produce this situation: The first concession is not sufficient to get the order, since headquarters logically assumes that the salesman asks for a bigger concession than he actually needs. Thus, even if the order has not been placed with a competitor by the time the price concession comes through, a repeat performance for a better concession is necessary. The telephone bill is now \$50 and the order is not yet in sight.

Each of these repeat performances permits the buyer to renegotiate with competitors, who by this time are frantically playing the same game. Total man-hours and telephone bills are astronomical and still no one has the order.

When several concessions to meet downward spiraling competitive prices have reached the point at which you wish you had never become involved in the negotiation, the order is placed. You do not know whether to be glad or sorry: If you get the order, it is at an unattractive price; if you do not get it, you have done a lot of bidding for nothing.

Consider the flexible pricing alter-

native to this complicated, costly and common method of controlling negotiated special prices.

Suppose your salesman has a rock-bottom price at the beginning of the negotiating procedure. The buyer need not know this, and it enables the salesman to use the first price concession as a closing device rather than permitting the buyer to use it as a competitive bludgeon.

Suppose also that your salesman's commission depends on the amount he obtains above this rock-bottom price. This puts him in a position of wanting to make a *profitable* sale rather than just a *sale*. Furthermore, he wants to make that profit as high as possible—the higher it is the more he gets.

The basic price is known to someone at headquarters—the same person who currently makes the special pricing deals.

Flexible pricing can accomplish similar results for you if a substantial portion of your sales involve special, negotiated pricing, and if your salesmen can be trained to use price concessions as a closing device. Bear in mind that you can make the rock-bottom price whatever you want, and that the amount of salesman participation in the premium may be adjusted to your requirements.

Your rock-bottom price should never be less than your variable costs, of course. Likewise it should never exceed the lowest current competitive prices on similar merchandise in similar quantities. The lower you make your basic price, the less should be the salesman's participation in the premium.

Salesmen should understand that nothing is to be sold at the basic price: Such a sale should occasion a reprimand to the salesman. He soon learns that maximum pricing provides maximum commission, and that it is better to lose some undesirable orders than to sell consistently below competitive prices. He soon learns too, how much of a premium your product quality and features command.

Experience in a wide variety of sales organizations handling many different products shows that flexible pricing has advantages both for salesman and employer.

Advantages to salesman: less time wasted "selling the boss" and more time spent in productive activity, better morale due to minimization of red tape and lost orders, more sales at a higher commission rate.

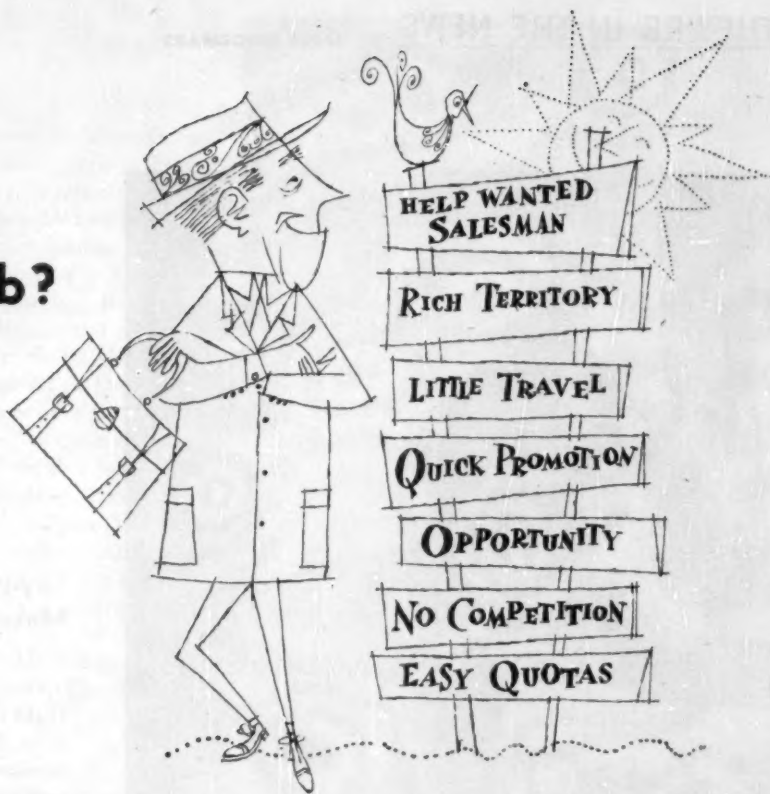
Advantages to employer: less time spent in negotiating special deals by remote control, reduced sales costs, increased sales volume, higher net profits per unit sale.

The End

*Jump is president, James E. Jump & Associates, New York City, management consultants on marketing problems.

Are You Overselling Your Sales Job?

BY JOHN ELLIOTT
George H. Elliott & Co.
Management Consultants



Failure to present a selling job accurately and completely to a sales applicant can be a costly mistake. Yet this mistake is being made daily.

It first became apparent to us in our study of a large number of salesman termination records. In analyzing turnover, we found these reasons given repeatedly:

1. Was told he would be a supervisor within two years.
2. Left because of disillusionment with the job.
3. Wife wanted him to enter her uncle's business.
4. Unable to meet the physical requirements of the job.
5. Job oversold to him.
6. Wife disliked the traveling requirements of the job.
7. Resigned because of lack of opportunity.
8. Says job requirements weren't fully explained when hired.
9. Wasn't told he had to make collections.

We noted that these reasons, with few exceptions, centered in three areas. The applicant was:

1. Oversold on the job.
2. Not given an adequate picture of the job.
3. Employed for some months before his wife knew much, if anything, about the job.

The question then was, what were

field sales managers telling applicants in the employment interview? How much got across to the applicant and to his wife?

We listed all the points a man should know about a sales job—points essential for him to consider in reaching a sound decision. They totaled about 40 (Examples: Salary? Territory? Competition? How trained? To whom report? Expenses paid? Company car? Credits and collections? Vacations?). We learned, by recording many interviews, that the typical busy sales manager covered an average of 18 of the 40 points; in 25% of the interviews fewer than 10 points were covered.

Next, we asked applicants immediately after the interview to check a list of points to see how many they remembered. We found that they were trying so hard to create a favorable impression and give the right answers, under the strain of the interviewing situation, that, to put it mildly, they got a completely inadequate picture of what would be required of them. We also found—and were disturbed by the fact—that a number of good men were lost to the company because the job was *undersold* by the sales manager. (A good man can choose a job these days!)

Then we took a long critical look at a beautifully prepared booklet the

company had been using, telling all about the founders, products, earnings, officers, personnel policies and philosophies, but practically nothing about the sales job.

We wrote another booklet. As 85% of the men employed would never go beyond selling level, we concentrated on substantial opportunities—not for promotion but in a straight selling career—such as steady earnings, bonus possibilities, quality product, favorable reputation, backed by outstanding advertising, finest training in sales and merchandising methods. And we asked sales managers to stop telling applicants they "wouldn't remain salesmen very long if they were really smart," to use this comment sparingly and for outstanding management trainee prospects only!

The new job information booklet gives a *complete* picture of the job—all 40 points—neither overselling nor underselling it.

The American Management Association recently released a report which states that "the average overall cost of making a mistake in hiring a salesman is \$6,684."

Such a booklet is one of the five employment tools needed for a sound selection job. Without such tools, too many "unavoidable" selection errors occur—each costing \$6,684. **The End**



GUY GILLETTE

Lay-It-on-the-Line Technique Makes Learning Easy

Harry Lee Waddell, publisher of McGraw-Hill's new (and revolutionary) business magazine, *Petroleum Week*, talking: "Cross communications in depth" . . . "variable speed reading" . . . "a new concept of writing for businessmen." He's talking, of course, about some of the techniques which he and his staff have embodied in this, the most thoroughly prestudied publication McGraw-Hill ever produced. The magazine, soon (July 8) to mail its first issue, went through three prepublication issues, met with such success that it begins with 10,000 paid circulation, a total distribution of 20,000. The magazine will provide information for oil industry people which can be understood by any oil man, no matter what his specialty. Yet it does not talk down to its readers and no subject, says Waddell, will be too technical for it to tackle. The variable-speed reading technique will enable a busy reader to get the main points of a story by reading the bold type, fill in with details in the body of the story. The man who, as publisher, has so largely shaped the thinking behind all this graduated in Journalism from Ohio University in '33, as a Depression baby. He was one of two grads that year who got journalism jobs. For 13 years he was with the *Buffalo Evening News*, mostly as a business reporter. In 1946 he joined McGraw-Hill as assistant managing editor of *Business Week*. In Jan. of '54 he became publisher of the firm's five petroleum publications.

Out of a Flower Planter Emerged a Salesman!

A serious-looking young man with the Gaelic handle of Michael J. Shea got up before a panel of judges in May and "sold." When he had finished his sales talk the judges went into a huddle and named him—over his four rivals—winner of this year's Junior Achievement Business Education Program. Young Mike Shea was president of his JA company, Modern Products Co., Burbank, Cal. He hadn't expected to sell the product he and his youthful partners manufactured. But one day President Shea looked over the orders and realized Something Had To Be Done. For his company's attractive flower planters were going over like so many lead balloons. Young Shea went out and sold . . . and sold and sold. And because of the slick job he did he made the top ranks of Junior Achievement. Recently at the National Sales Executives confab in New York he stepped up to a podium and modestly accepted the second \$500 scholarship awarded by NSE. And here are some of the judge's comments of Mike's "selling" performance: "Kept prospect's attention to point where she couldn't say no. Closed well." "It seemed inevitable that she should buy." Gentlemen: Mike will be out of college in four years.



A Shortage of Pot Ashes Was Pennsalt's Beginning

Pennsylvania Salt Manufacturing Co.—Pennsalt—is 105 years old: The venerable company was born in 1850 when most heating and cooking were done with coal and only pot ash could be used in soap manufacture. A group of Philadelphia businessmen began making lye as a substitute. That was Pennsalt's beginning. Recently Pennsalt named a 42-year-old company career man as its president—youngest in the firm's history. He's William P. Drake, who joined his company in 1930 as a product sales manager. By 1941 he was manager of the Chemical Specialties Department and from there he sailed four-square into sales. First he was assistant v-p, then v-p in charge of all company sales. In 1954 Pennsalt decentralized its operations. Drake became g.m. of the Industrial Chemicals Division. As part of this new and more efficient setup and in anticipation of its long-range expansion program, last February Drake was named executive v-p. Now he heads the multi-plant operations which currently are being assembled under one roof—the new Three Penn Center Plaza building. (That's Pennsalt's new home in our picture.) The company that began making lye before the Civil War now counts 15 plants, two laboratories, net sales of \$58 million.

Synopsis: The story behind Prudential's 'new product'

The Prudential Insurance Company of America, Newark, N. J., is by 80-year tradition a life insurance company. On May 9, 1951, the president of Prudential, Carrol M. Shanks, announced that the firm was to develop and sell a "broad line of insurance covering the social needs of individuals and families in case of accident or illness." While Pru had been writing group sickness and accident insurance for many years, the issuance of S & A policies for *individuals* was totally new to the firm. As far as management was concerned, President Shanks had declared a revolution.

So began what was perhaps the most complex sales training program ever undertaken by any insurance company. Pru trained almost 30,000 people to manufacture, process and sell the new product.

Pru was the first major underwriter to issue individual sickness and accident policies which are either non-cancel-

lable or guaranteed renewable, or both. The contracts, now sold in the U. S., all of Canada and Hawaii, provide permanent protection to age 65 and are available to people in virtually all occupational groups.

Because of prolonged AFL union negotiations over commission arrangements, it wasn't until September 1954, that the sales program rolled full speed. Remarkably, after only four months of selling by the company's entire force, Prudential became the nation's largest writer of individual and family "non-can" sickness and accident insurance.

The smooth transition—from market research to authoritative, productive selling—could not have occurred, the company feels, without (1) a tightly disciplined sales training effort, (2) clearly defined lines of responsibility at every level and (3) the counsel and direction of a policy board—10 men on whom rested the ultimate responsibility for success, mediocrity or failure.

Assignment: Train 21,500 Men For Authoritative Salesmanship

This was the task facing Prudential management on the eve of a new policy introduction. The polished performance that resulted is a classic example of sales leadership.

BY PHILIP PATTERSON

There was to be a new product added to the line.

The new product: sickness and accident insurance of an unusual breed; the company: The Prudential Insurance Company of America.

When it was announced, the president, Carrol M. Shanks, said to his people: "I can assure you of this: We will see that you are given the best product, the best equipment and the best training. Our goal is to be the best in the business."

Give or take a few, there were 21,500 men in the sales force.

What kind of training—what requirements?

First, the essentials necessary for authoritative salesmanship.

Second, the know-how to present the new product in a clear and forceful manner, stressing ways of gaining sales advantage through special features of the new product. This, to gain a clear-cut margin over most competitors.

Third, to incorporate this new area of salesmanship into the total operation of the sales force, making life insurance (the regular line) and sickness and accident insurance (the new product) complementary to each other.

"Your training," said Shanks, "will do all of this."

The chart (right) shows what Shanks meant. It shows the results of effective, efficient sales training, the kind that is planned, dramatized and used.

Cost of introducing the product? Plenty, of course. It costs money to develop and market a quality product. Important to all sales executives, whether they are in insurance or chemicals or steel, is that a high-quality product requires high-quality selling.

The new coverage was placed on the market for the first time June 30, 1952, but only on a limited basis. The sales program was then confined to Canada and some Southwestern and Midwestern states. It did not get up full steam until August 1954, when 15,000 AFL district agents—two-thirds of Pru's sales force—received training.

Not until September 19, last year, did Pru initiate national S & A advertising in newspapers, TV and

radio, "to turn S & A prospects into policy-holders."

By the end of 1954, after four months of national advertising and S & A sales effort by the entire staff, Pru was issuing 26,000 individual S & A contracts per month.

The sales statistics:

1953: 59,000 policies sold for a total of \$5.1 million in annual premiums.

1954: 175,000 policies sold for a total of \$15.5 million in annual premiums.

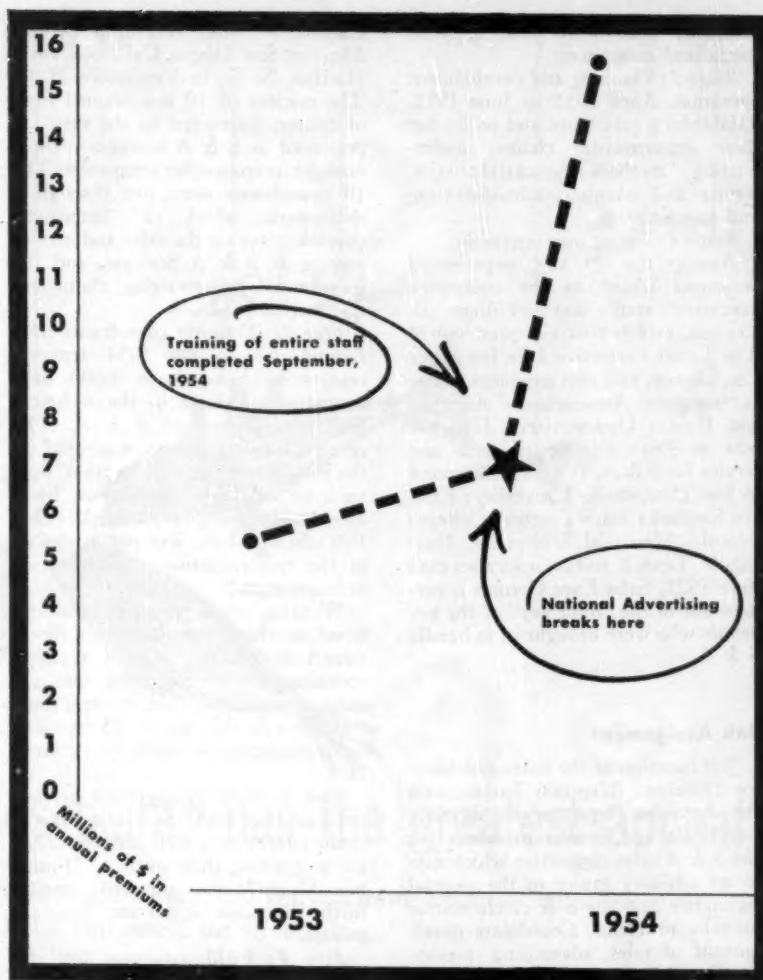
The spark behind it is tall (6 ft. 3 in.), greying Ardell T. Everett, brought to Newark from Pru's Western home office, Los Angeles, where he was executive director of agencies. When he arrived at Pru's Newark home office on Broad Street, Everett found that he had been made second vice-president to head a new department, the Accident and Health Department, under the over-all supervision of Executive Vice-President Valentine Howell.

From its inception it was conceived as a staff organization, rather than an operating department. Its primary mission was to develop the new product and then supply the technical assistance and know-how to the company's two major sales departments. Ordinary corporate agencies, headed by Vice-President Sayre MacLeod, and District corporate agencies, headed by Vice-President Paul B. Palmer.

As one of the first official acts, Valentine Howell announced that the name of the new department would be changed to Sickness and Accident, "since the primary emphasis should be placed on sickness. The public," he said, "is able to understand the term sickness better than the term health." Admittedly, the name *Sickness* and Accident has a certain malevolent ring to it.

At the beginning Everett and his staff faced a problem not unfamiliar to manufacturers pioneering new lines: Should development, production, marketing and other responsibilities be assigned to top men *within* the organization? Or, should qualified, experienced men be recruited from the outside?

Says Everett: "Remember, we were totally inexperienced in S & A non-can, for individuals. We faced two choices: First, to learn the business ourselves, somehow, and then teach it to our own people; second, to go outside and hire people who did know the business—experts. We decided to bring in experts. We hired 29 people representing the experience of 19 insurance companies."



SALES CURVE of Prudential's new insurance coverage shoots skyward when full effect of national advertising and sales training takes hold. Within four months after company completed training entire sales force, new business tripled.

Part of the task of the newly recruited brain trust was to plan, organize and supervise the writing of training materials for S & A non-can. They were to accomplish it within 12 months, ultimately training:

- 1,500 field managers
- 3,487 assistant managers
- 21,500 sales representatives
- 3,000 field clerical employees
- 1,778 home office employees.

It is worth while to point out immediately that each of the 21,500 sales agents was to be exposed to 24 hours of formal training. (Pru's new coverage is marketed through the company's present network of ordinary and district offices.)

In designing the new product, writing literature for training, outlining courses, preparing and writing sales promotional and advertising

materials and setting up schedules for these phases, the 29 men had one guiding principle under which to work: "Leave nothing to the imagination." To make sure, they laid out the work in four successive stages . . .

Stage 1: Study to determine whether to enter the business. This was begun January 1950, and completed in December 1950—a year's work. A study committee was organized, composed of representatives from the executive, operative and sales divisions, and headed by Carrol Shanks. It was the first developmental stage. It was market research.

Stage 2: Study to determine basic policy and operational concepts, from January 1950 to April 1951. This study was undertaken by an advisory committee composed of representatives of the study committee and company

personnel who were able to lend specialized assistance.

Stage 3: Planning and development operation, April 1951 to June 1952. Establishing procedure and policy for these departments: claims; underwriting; methods; actuarial; sales, service and training; administering and coordinating.

Stage 4: Swing into operation.

Among the 29 key, experienced personnel added to the company's executive staff was William B. Cornett, former first vice-president of The Loyal Protective Life Insurance Co., Boston, and past president of the International Association of Accident and Health Underwriters. His new post at Pru: director of sales and service for S & A. With a background in law (Valparaiso University; Eastern Kentucky State Teachers College; Lincoln Memorial University, Harrogate, Tenn.), and an insurance man since 1921, Sales Exec Cornett is perhaps one of the "most key" of the key people who were brought in to handle S & A.

Job Assignment

Job function of the Sales and Service Division: Maintain liaison with the Agencies Departments; develop, coordinate and process proposals for the S & A sales committee which acts as an advisory group to the general committee and the S & A committee on sales problems. Coordinate development of sales, advertising, promotional and training material with specialized departments and advise on sales aspects of new types of contracts; initiate and supervise development of studies of S & A market and sales trends and sales and service practices; disseminate competitive information. Process, coordinate and distribute S & A bulletins.

In other words, assist Vice-Presidents MacLeod's and Palmer's sales organization in selling, successfully, S & A. Create the machinery to do it.

So, to appraise the scope of organizational and training responsibility, let's look first at the schedule and sequence of training-to-sell instruction which finally took place.

Remember, the new coverage was to be sold by the existing sales force of 21,500 men, none of whom was familiar with Pru's individual sickness and accident, non-cancellable policies.

Step 1: Nineteen S & A "training consultants" were selected to carry the instruction program from the upper floors of the Prudential buildings in Newark to 154 training centers throughout the United States and

Canada — from Winthrop Center, Me., to San Diego, Cal., and from Halifax, N. S., to Vancouver, B. C. The nucleus of 19 was trained first, of course, instructed by the men experienced in S & A business—those brought in from other companies. The 19 consultants were put through a three-week whirl of "intensive" courses, covering the sales and service aspects of S & A business, and the complicated underwriting, claim and contractual phases.

Step 2: Training consultants then fanned out to the 1954 training centers to indoctrinate 3,600 field management people in the technical and sales aspects of S & A. The centers, incidentally, were selected on the basis of best central location, convenience of field management, hotel accommodations and facilities. (One Pru official, alone, was put in charge of the transportation-accommodation arrangements.)

Working on a staggered training schedule which extended over a three-month period, the S & A training consultants prepared field management personnel to train, in turn, their staffs. To do this, about 125 four-day field management conferences were held.

Step 3: Field management personnel train their staffs. So field managers could adhere to a well-defined schedule in training their staffs, a "Trainer's Guide" was supplied, setting forth the most important program points.

Step 4: Field managers left the various training centers, returned to their respective districts to hold training conferences with agents. Tons of agent-training materials were shipped from New Jersey to the 1,200 sales offices, timed to coincide with the arrival of field managers.

Tools for Selling

Each agent was furnished with a "Selling Guide." The Guide is actually a reference volume which covers such subjects as the need for S & A protection, understanding policy contracts, underwriting, claims, the sales process. The sales process covers prospecting, pre-approach, approach, sales presentation, obtaining referred leads. Sales presentations were based on sales tracks illustrated in the "Selling Guide."

In addition to this, all agents were given kits containing a manual of rates and instructions, sample applications, practice problems in underwriting, specimen policy forms, sales promotion and proposal forms, underwriting charts and detailed problems

for use in learning how to determine premiums.

As mentioned earlier, the course for agents consisted of 24 hours of formal instruction. Interestingly, agents in each office were allowed to vote as to which of the following plans would be followed:

—Two three-hour sessions a week for four consecutive weeks;

—One six-hour session a week for four consecutive weeks;

—Two six-hour sessions a week for two consecutive weeks;

—Four six-hour sessions Monday through Thursday, inclusive.

Quality of technical training was more than enough to help agents pass the S & A state license examinations required by most states.

Pru statisticians figure that this initial training required 500,000 hours or, had one man been assigned the task of training agents one by one, 60 years.

The tight training schedule was just one of the company's worries. It was necessary to supervise the development of visual training aids, sales brochures, proposal forms, direct mail pieces, visual sales plans and other promotional material designed to "enliven the interest of the public" in protecting itself "the Prudential way" against the high cost of sickness and accident.

Another Special Course

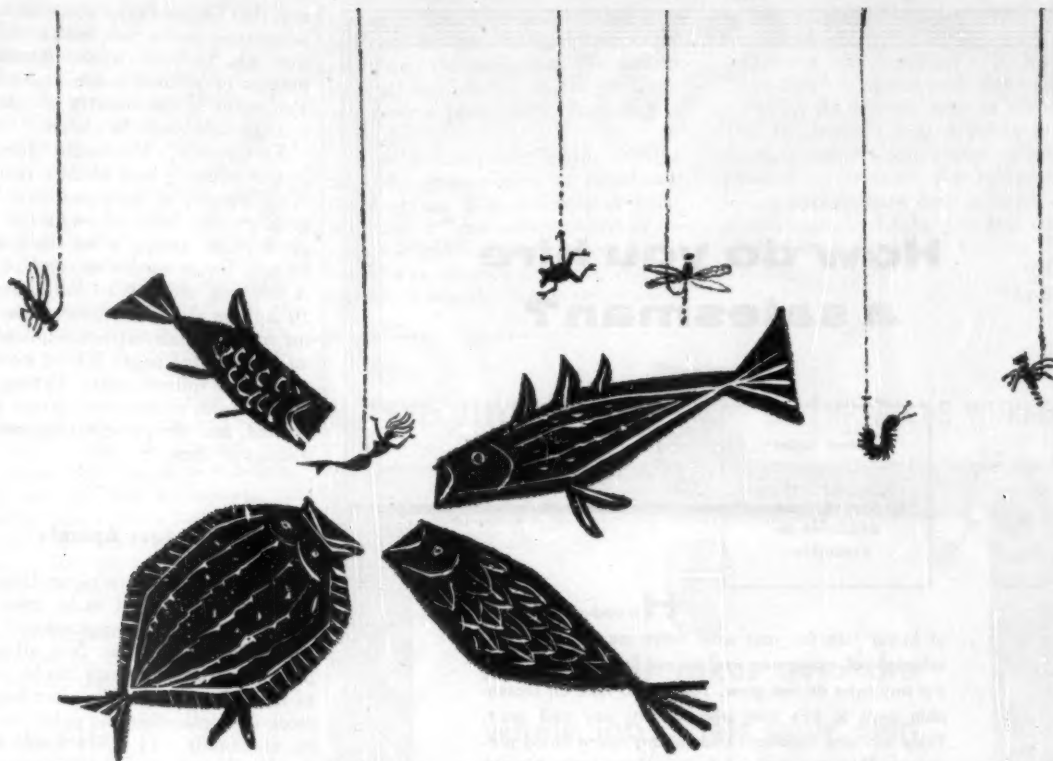
Still another area of preparation was the indoctrination of nearly 1,800 office supervisors and clerks in the complexities of S & A underwriting and claims procedures. Here, the company called in 72 of its agency and service representatives—or inspectors—and put them through a special course. Upon completion of their training, they, like the training instructors, set up classes in the field to train field clerical representatives to process the business to be turned in by agents.

There is still another way to evaluate the training task, and that is to look at some statistics—most of them, overwhelming. For example:

If all S & A training materials printed could be stacked, the brochure on top would be one mile from the ground—five times higher than Manhattan's Empire State Building.

Or, if all training materials printed were put out in a straight line, it would be possible to walk on them, without touching the ground, from Pru's home office in Newark to the Western home office in Los Angeles.

The job totaled 20 million pieces,



which of your sales points has the greatest appeal?

Knowing, for sure, can get you more business out of every dollar you spend for advertising.

Today there is a new and inexpensive way to identify and clarify your best sales appeals. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs into the interests and informational needs of your potential customers. Since our investigators do not identify themselves with our client, they can get the client's prospects to talk about things they normally wouldn't tell his salesmen.

All of our trained investigators have had successful sales experience. They conduct each interview with an astute "sales sense" that smokes out the true picture of your best sales approaches.

This, inevitably, reduces the guesswork that hampers advertising effectiveness.

If you'd like to hear how other companies have used Hopper Company Sales Investigations to get "Ditch-Digging Advertising That Sells by Helping People Buy," just say the word. There are many actual cases we can tell you about.

The Schuyler Hopper Co., Sales Investigation • Sales Promotion • Advertising

Twelve East Forty-first Street, New York 17, N.Y. • LE 2-3135

How do you hire a salesman?

news letter
listing
HIRING STEPS
available to
executives

Hit-and-miss methods of hiring men for your sales force may result in the selection of many men who do not fit the job, who do not stay, who do not grow. You should take all reasonable steps to hire men who will fit, stay and grow. There are nine important steps to any sound hiring procedure. They are outlined in our News Letter No. 15 titled: "Don't Pull a Merkle in Hiring Salesmen." Write for your copy on your company letterhead. Our News Letters are not for sale.

The KLEIN INSTITUTE FOR APTITUDE TESTING, INC.

420 Lexington Avenue New York 17, N. Y.
Telephone: MUrray Hill 3-5171

Mink... for incentive charm



If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked ir-pact can stimulate sales and improve public relations. Write for catalogue "Furs in the News." As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.

VICTOR ASSELIN FUR, INC.
363 7th Ave., New York, BR 9-8838

Are You represented in UTAH or INTERMOUNTAIN AREA?

Young Canadian aged 35 presently Dist. Manager in Ontario would like to settle in Salt Lake vicinity and represent reliable company. Extensive experience in both direct and wholesale selling, business management and public relations. Has drive and initiative. Highest business and character references. Family man. Abstainer.

Box 3129

and that includes sales proposal forms, accounting forms, rate books, training manuals. In other words, it took 10 pounds of printed material for each Pru agent in the country . . . before a single sale could be closed.

Fortunately, Prudential has the largest printing and bindery plant in New Jersey, a state with a huge graphic arts industry. Out of this plant came, among other documents, 66 new forms needed to conduct S & A business, totaling an initial run of 10 million copies. Training manuals for training underwriters required 3.5 million printed pages. Claim manuals ate up 1.4 million pages. For agents' use, 17 sales promotional pieces were created, and the plant turned out 5.7 million of these.

Product Changes Aplenty

In all, 1,000 contracts, applications and other forms had to be approved by state insurance commissioners before sales could begin. Not all state insurance commissioners could come to a quick agreement on wording in mock-up application and policy forms. So, eventually, 111 policy forms were developed, requiring 2,498 approvals. Bear in mind, too, that a substantial portion of all printed materials was printed in French for the Canadian staff.

To top it off, Prudential told its agents that the 1954-55 advertising program would "hit 50 million" prospects. National advertising broke Sunday, September 19, 1954, with the accent on benefit phrases such as "non-cancellable" and "guaranteed renewable." On that day the company placed full-page Sunday supplement advertisements in 115 newspapers. And Sunday evening's CBS-TV show, "You Are There," carried S & A announcements. Pru continues sponsorship of this show on alternate weeks.

Radio came in for its turn a few days later, September 26, when Prudential took over sponsorship of Fibber McGee and Molly, an NBC Sunday-through-Thursday-night program.

The September 19 date was significant for other reasons, too. By then Pru had just completed training the 15,000 AFL-affiliated district agents in 33 states and the District of Columbia; the field office clerical and administrative personnel had completed their training. It had been two years since the company's mobile S & A faculty had taken to the field to set up classes in key cities throughout this country and Canada to train

4,000 ordinary and district managers not affiliated with AFL.

Pru does not subscribe to the "train 'em and forget 'em" philosophy. There is a retraining program a-brewing, designed to "cover areas where we seem to be low in production of business." Follow-up training is to be conducted by the S & A sales training consultants as they make their visits to the various offices. Refresher training will continue "indefinitely."

Initial training has been thorough, Pru's S & A people point out, and as evidence of this, they note the high percentage of S & A applications currently accepted by the home office. Of all applications submitted, 90%, approximately, are accepted. The industry regards this as a rather impressive acceptance figure in handling sickness and accident policies. It is, after all, a mass market, and all prospects are required to pass a "fairly comprehensive" physical examination to be eligible for full benefits. Thus, the 90% score indicates that Pru sales representatives are doing an efficient job of qualifying prospects before attempting to close business.

Leads the Field

Prudential is now the major producer of individual "non-can" sickness and accident insurance. Since Pru's pioneering, especially, other companies have taken to writing essentially the same kind of protection, but many such policies do not have the guaranteed renewable feature, or the non-cancellable feature—nor do they cover as many occupational groups.

Pru, of course, is a giant.* (Pru's best year was 1953, when the company's agents sold \$5.4 billion in life insurance. The 1954 sales total was only slightly less.) In the past few years, Pru has written more new life insurance than any company—and that includes Metropolitan Life Insurance Co., Inc., New York, which, physically, is the largest insurance concern in the world.

A large part of Prudential's success can be traced to sound sales training, as the S & A experience indicates. But before 1945, Pru had fewer than 10 persons working in a training capacity. Today the company has a complete training department with a staff of 200 persons.

Chief of the S & A program, Second Vice-President Ardell Everett, thinks the way to grow and prosper is to "put responsible people in responsible places, set deadlines and

make certain they're met." Says Everett: "To create and sell our new product, we had to blueprint every plan from the beginning. We had to have all top officials of the company in on every plan, fully supporting it by initial."

The 10-man policy board, charged with the responsibility of expediting the program, is an example of what is meant by "responsible people in responsible places." Each man on the board was assigned a specific responsibility. Cornett, for example, was

(and is) in charge of developing agency materials and agency people for S & A.

One of the company's S & A "Bulletins" to agents took this view:

"With the curtain soon to rise on The Prudential's S & A production, the first-nighters may expect to see a polished performance. For behind the scenes, experts have been at work on a script which should give you some of the best 'lines' in the business . . . On stage!"

The End

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



Mayflower takes over the whole job...lets your men leave at once for their new posts...even ahead of their household goods!

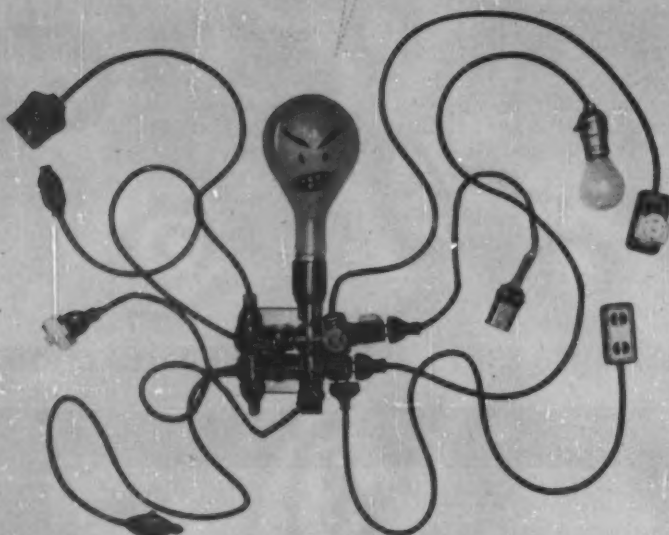
**AERO MAYFLOWER TRANSIT CO., INC.
INDIANAPOLIS, INDIANA**



MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest

*Near \$12 billion in assets.

DON'T TANGLE WITH ME!



I'm an ugly fellow... that's why you hate my tangled body behind wires, shoes and such!
But don't blame me - I'm a warning that your house has far surpassed its electrical wiring!
Early would you know! You may see these other danger signals, too:
• Lights that dim or flicker annoyingly every time you use one or two appliances.

• Overloaded fuses blowing or circuit breakers tripping too often.

• TV pictures that shake or blur.

• Electrical appliances not working as well as you know they can.

Better do something about it! Call in an electrical contractor or ask the help of your local public utility. Learn how simple it can be and

how safe it can be... to enjoy life in a convenient, comfortable, fully-wired home!

Get FREE booklet! "The ABC of Home Wiring" tells all about your home wiring - and how you can make it serve you better. It's easy to read and fully illustrated. For your free copy, write now to Kennecott Copper Corporation, Dept. 58, Box 258, New York 46, N. Y.

Published for your information by **Kennecott**
COPPER CORPORATION

Patenting Subsidiaries: CHASE BRASS & COPPER CO., KENNECOTT WIRE & CABLE CO.

ADVERTISING AS A SALES TOOL
No. 19 of a Series

ADS LIKE THIS, run in consumer publications, stressed need for adequate wiring to public. The consumer advertisements were then picked up and run as spreads in trade magazines along with Kennecott copy calling attention to the wiring campaign and offering reprints and blowups for use and distribution by dealers, contractors or public utilities. Requests for reprints exceeded 100,000.

Building Sales from the Bottom Up

Kennecott Copper aimed its advertising toward creating consumer awareness of adequate wiring need; then, it encouraged distributors, dealers, utilities to continue the campaign. Result: an increased demand for copper.

I think you can appreciate our problem at Kennecott Copper Corp. in launching a campaign to promote adequate residential wiring, if you try to imagine a wheat farmer increasing his production by promoting biscuit sales.

Of course there is no one farmer who holds the fortunate position in his field that Kennecott does.* But if no one were doing a good job promoting biscuits, it might benefit almost any farmer to stir up interest in the idea.

*Kennecott Copper Corp. is world's largest producer of copper.

This, in fact, is exactly what we have tried to do at Kennecott. By staging a nation-wide campaign of advertising, promotion and publicity on adequate wiring, we have roused interest—all of which comes back to us in the guise of heavier copper demands. And we have, in effect, taught the "biscuit maker" and distributor that a little effort on their level can pay off too.

Beginning in June 1954 we ran full-page advertisements every four weeks for 32 weeks in *The Saturday Evening Post* and *This Week*. These were, of course, consumer advertise-

ments with a combined weekly circulation of 15 million; but we had another role in mind for them. We selected nine top publications in the public utility, electrical contracting, architectural, and electrical merchandising fields and ran spreads monthly in each magazine.

These advertisements carried reproductions of the consumer ads and offered reprints and blowups for use and distribution by dealers, contractors or utility companies. Considering the newness of the campaign, the response to this offer was phenomenal. By December 1954, in just five months, we had received requests for over 120,000 reprints and 10,000 blowups of the advertisements. About one-half of these requests came from utility companies alone—217 in all.

BY FRANK B. McKOWN
Vice-President
Kennecott Sales Corp.

SALES MANAGEMENT

How Sales Managers Can Milk Farm Advertising Dry

Farm people don't talk like radio comedians seem to think they do; make allowances for regional expressions, and their language is the same as yours.

Except—

When they talk about farming, they use the words of the trade, just as the machinist or the advertising man has a vocabulary of his own for business use.

For farming is of course an industry—the largest in the country. Yet much farm advertising copy fails simply because it fails to recognize that while farmers are people, they are people engaged in a specialized business.

A lot of companies selling the farm market have had fairly rough weather the last year or two: farm income has been down and expenditures for agricultural supplies have been reduced. And yet—

One of our clients *increased* his sales to the farm market 14.9% in 1954 . . . our first full year on the account. Industry sales as a whole increased only 4%.

Obviously advertising didn't do the job alone. It takes a hard-selling, aggressive sales force (and a superior product) to boost sales that much.

But the client will tell you that our ads—every one of which was written by farm-trained people on facts gathered first hand on the customers' farms—did their share to boost our client's sales.

Then, here's the story of a new client—an independent farm machinery manufacturer. In the first three months we worked for them, their ads drew 201% more inquiries than they got in the full previous year—on the same proportionate budget.

Again, we don't deserve the full credit; the advertising manager had as much to do with it as we did—or more. But the objective was to get more inquiries, and the advertising met the objective.

How come? Are we trying to claim some secret formula for agricultural advertising?



Far from it. With us, advertising is a business and we believe advertising works best stripped of romance and hocus-pocus.

We think our agricultural advertising has succeeded primarily because it is in the hands of people who know the business of agriculture—and the business of advertising.

So when our agricultural people build a farm campaign, they build it on the facts of farming, told in the language of farming. Our clients pay no more for a page of white space, but they get more out of it because we milk it dry by interesting the largest possible number of prospects.

Farm advertising is just one of our specialties. Others are consumer durable goods, industrial products and the service industries.

We approach each in the same way—and with similar success, as we'd be glad to try to demonstrate to you.

Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

He's a distant business cousin of ACB's



Tony's stock of home-town newspapers supplies the city wayfarers with news from "back home."

ACB receives all 1,750 of the daily newspapers published in the U. S. for a very vital service to merchandisers, whose products are sold through retail stores.

ACB reads these newspapers for advertising only, so it can tell you if your dealers are advertising... what competitive dealers are doing... by city or state or territory... new firms. Various other ACB Reports cover new uses for products... who is using premiums... advertised prices... infringements on names or trade marks, etc., etc.

Any information of value to you that appears in newspaper advertising will be spotted by ACB's readers and passed on to you.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB's service is available to you every day.

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



This number represents almost the whole field. Equally encouraging were the many letters received with the requests.

Most of the distribution made by public utilities covered a critical market we were trying hard to reach—the local electrical contractor.

With each reprint order filled, we sent a mimeographed list of forthcoming advertisements and blowups which could be requested. The return of these sheets gave us a fair estimate of the number of reprints and blowups we should run off for future ads. We now have standing requests for about 30,000 copies of advertisements which have not even been run.

Consumer response to our national advertising is of course difficult to estimate. However, readership surveys showed some meaningful factors which have helped us in educating and selling the consumer on adequate wiring. For example, in our early full-page ads we set our sights on the woman in the home, on the assumption that she used most of the electrical appliances and was the one most inconvenienced when house circuits failed to deliver adequate power. Our surveys showed that the women were *looking* at the ads, but in careful *readership* their husbands took over completely.

Abundant Response

I don't mean to underestimate the impact of our consumer advertising. Besides the healthy results from our surveys, we have received abundant direct consumer response—inquiries and requests—to the campaign. We have never run coupon advertising for the consumer, so that we haven't the same sort of tabulated response we have from the trade. In fact, our primary aim has been to stir up this "trade"—the whole electrical industry—to the value and rewards of a nation-wide adequate wiring campaign, and to show it that we are backing its efforts with national consumer advertising. And here the response, by inquiries, by requests, by letters and reports on its own actions, has been highly gratifying.

In November 1954 the whole campaign was enlarged and stepped-up by the addition of three other Kennecott merchandising tools which we offered through our trade advertisements. First of these was a natural outgrowth of the keen interest in the ad reprints. We prepared a number of adequate-wiring advertisements to serve the special interests of public utilities and electrical contractors. Mat sheets of the ads were offered to these companies for use in their own

local advertising. Here the electrical contractors, greatly outnumbering the utilities, pushed far ahead with orders. To date they have requested over 3,000 mats. We have distributed a total of about 4,000. This adds up to a lot of effective advertising—advertising that gives local coverage and color to our own national campaign.

The second merchandising tool, perhaps our most successful piece to date, is a colorful, informative 16-page booklet called "The ABC's of Home Wiring." As the title implies, this booklet contains a simplified discussion of the nature and use of electricity, illustrated with charts and cartoons, and aimed straight at the consumer. In six months we have distributed just under a quarter of a million of these booklets. The bulk were taken by cooperative and public utilities.

Helpful Wall Chart

The third piece added in November was a two-color wall chart, 20" x 28", which gives the electrical contractor, builder, and architect at a glance the wiring and circuit requirements for almost every type of household electrical installation and appliance. This was a semi-technical production, aimed at a specific market—but we have had excellent results with it: 5,900 distributed to date.

Part of the appeal of the wall charts and "ABC" booklet can be seen by the amount of editorial pickup we received on them. To complement our advertising campaign we launched a publicity program on the trade and consumer levels. In both January and February we received major editorial coverage on the wall chart and on the "ABC" booklet in four leading business magazines, as well as in consumer media. We have also sent out hundreds of cartoon-and-caption-type mats or glossy photographs covering the needs and rewards of adequate wiring; these have been run regularly by newspapers throughout the country. All this publicity has helped to support our advertising and keep the campaign alive in the minds of appliance dealers and manufacturers, electrical contractors, and public utility administrators.

A major appliance manufacturer has expressed interest in putting Kennecott's "ABC's of Home Wiring" in each appliance he ships out. Whether he does or not, what is important to us is that he has become excited about adequate wiring—by talking about Kennecott material and becoming a part of Kennecott's national campaign.

The End

"Lost Sale" Quiz #36

Snobby Sheldon

"The Short-sighted Snipe"



... passes up "poor-looking" prospects

HE LOSES SALES BECAUSE . . .

- (a) . . . he wastes time searching for "fancy" front offices
- (b) . . . he doesn't check his prospect's business before he calls
- (c) . . . he takes for granted that certain prospects can't afford his product

Sheldon's greatest sin is jumping to conclusions about his prospect's ability to buy. (c) A plain looking front office doesn't mean an empty cash box.

Every prospect in your territory holds an equal opportunity for a large order unless your company's past experience has proven otherwise. A careful check of each prospect's business, before you call, can prevent an incorrect spot judgment. This pre-call check helps in another way too. It helps you to better know your prospect's business. And the more you know about your prospect's business before you call, the better you can tailor your presentation to fit his needs.

© 1955 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copies now. Prices: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.



ACB begins 37th year for daily newspaper industry

ACB has for years performed a service for the nation's newspapers, namely to make certain each national advertiser in the newspapers gets a proof-of-insertion of his advertisements. In doing this job well, ACB has removed the manual labor and the irritation and delays in checking newspaper advertising that pioneers in advertising can easily recall. It is now easy for an advertising agency to handle a heavy newspaper schedule.

The city-by-city "flexibility" of newspaper advertising allows advertisers to pin-point the more responsive markets . . . to use the retailers favorite media—newspapers . . . to do a closer job of timing . . . to employ the local authority and immediacy of the newspapers.

Since all business is local—so are the newspapers. ACB has for years been reconstructing for merchandisers, the widely varying newspaper advertising in the nation's 1,393 localities. Thus, merchandisers get a sharp coherent picture of this \$2 billion annual newspaper advertising expenditure with all details of what their own and competitive dealers are doing as well as thru the medium of various Research Services.

ACB Newspaper Research Services are made possible only because of the co-operation of over 1600 Dailies in using ACB to distribute their checking copies as a direct help to agencies and their advertisers.

These Newspaper Research Services for merchandisers are discussed further in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices



The
**ADVERTISING
CHECKING BUREAU
INC.**



CUP BEARERS . . . In behalf of their Sales Executives Clubs the two gentlemen here accepted cups presented at the annual convention of the National Sales Executives, Inc. to the two clubs that have achieved the most outstanding performance in any single phase of club activity. Edward O. Morgan (l.) president, Sales Executives Club of Los Angeles, holds the Raymond Bill Award made to a club having 75 or more members. Morgan is general sales manager, Kierulff and Co., Inc., Maywood, Calif. Cris Smallridge, Jr., president, Charleston (W. Va.) Sales Executives Council, has the Sales Management Award, for a club with 75 or fewer members. He's v-p and general manager, Holsum Bakery Co., Charleston. Raymond Bill, publisher of **SALES MANAGEMENT**, is one of the founders and the first president of what is now the NSE. Mr. Bill presented the awards.

NSE Membership at New High: 25,450 for '55

The 21st Annual International Distribution Congress and Sales Equipment Fair of National Sales Executives Inc., is to be held in Chicago, at the Conrad Hilton Hotel, June 4-7, 1956.

The 20th Annual International Distribution Congress was staged at the Waldorf-Astoria Hotel, New York, June 8-10, and drew the largest crowd, ever to attend—1,500 members, topping the previous record of 1,400 members at the 1953 convention in Chicago.

National Sales Executives, Inc., as of May 31, consisted of:

25,450 members in the United States, Canada, and other countries. A year ago, membership was 23,000.

157 sales executives clubs in the United States.

10 sales executives clubs in Canada. 18 sales executives clubs in foreign countries.

185 total sales executives clubs.

During the 1954-55 fiscal year, National Sales Executives lost two clubs, Gadsen, Ala. and Saginaw,

Mich., but added clubs in the following cities:

Asbury Park, N. J.; Huntington, W. Va.; Lafayette, La.; Oakland, Cal.; Stamford, Conn.; Waterloo, Ia.; White Plains, N. Y.; Dusseldorf, Germany; Natal, South Africa.

National Sales Executives elected, for the year commencing July:

Chairman: Richard J. (Dick) Jones, president, The Kickoff Publishing Co., Chattanooga, Tenn. (see page 41, **SALES MANAGEMENT** June 15, for a report on Mr. Jones).

Vice-Chairman: Orville C. Hoglander, Vice-President, G. H. Tennant Co., Minneapolis, Minn.

Vice-Chairman: Fen K. Doscher, Vice-President, Lily-Tulip Cup Corp., New York, N. Y.

Vice-Chairman: Tony Whan, Vice-President, Pacific Outdoor Advertising Co., Los Angeles, Cal.

Vice-Chairman for Canada: Leo W. Vezina, President & General Manager, H. Corby Distillery Limited, Montreal, Can.

President: Robert A. Whitney, National Sales Executives, Inc., New York, N. Y.

Treasurer: Fred Emerson, Vice-President & General Manager, Spartan Saw Works, Inc., Springfield, Mass.

International Director: Elmer R. Krueger, President, Paper Art Co., Inc., Indianapolis, Ind.

For the Clubs: Walter H. Johnson, Jr., Vice-President, American Airlines, Inc., New York, N. Y.

For the Sales Executive: Arthur A. Hood, Vice-President, Vance Publishing Co., Chicago, Ill.

Directors of Services

For the Public: John M. Fox, President, Minute Maid Corp., New York, N. Y.

For the Government: Paul Wootton, Chairman, Executive Committee, Society of Business Magazine Editors, Washington, D. C.

For the Wholesaler: Dr. Herman C. Nolen, Executive Vice-President, McKesson & Robbins, Inc., New York, N. Y.

For the Corporation: Faustin J. Solon, Vice-President, Owens-Illinois Glass Co., Toledo, O.

For the Salesman: John M. Wilson, Vice-President, National Cash Register Co., Dayton, O.

How big is **Big**?



The Great A & P

largest US food chain... in 1953 had 4,247 stores and \$3,989,103,000 sales—12.1% of the national total of food chain sales.*

A&P sales, however, reflect its merchandise, prices and service, rather than its size. Size is not always synonymous with value...

For instance, one magazine with only 1,300,000 circulation wraps up in an efficient and economical package the best of this country's farm buying power—**SUCCESSFUL FARMING**.

SUCCESSFUL FARMING subscribers include 42% of all farms earning \$10,000 or more... produce 53% of the US total of all grains, 57% of the hogs, 44% of the dairy products, 44% of the eggs.

For some years, their average annual cash income has been around \$10,000—represents an \$11 billion market, the equivalent of another national suburbia.

Because **SUCCESSFUL FARMING** for fifty years has helped its subscribers make more money and live better... this magazine has more influence with farm families than any other medium. You need SF to balance national advertising schedules, to find new *quality* prospects! Inquire any SF office.

**Source: Topics Publishing Company*



JULY 1, 1955

MEREDITH PUBLISHING COMPANY, Des Moines...
offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco, and Los Angeles.

Builders Have Become Best Market For Modern Home Appliances

Building contractors increasingly are becoming both recommending and purchase factors when it comes to air conditioning, heating and related products for new homes and remodeling projects.

Today's home buyer buys a "package", complete with practically everything but draperies, pictures and furniture.

As a result of this building industry trend, it is the builder who is doing the buying and installing of practically all major modern conveniences—particularly the new built-in kitchen appliances such as ranges, ovens, refrigerators, etc.

Home appliance manufacturers of heating, air conditioning and similar equipment are already aware of the increased importance of the contractor-builder to their marketing strategy, and are directing increased sales effort toward this booming new market.

Builder Buys Air Conditioning

Practical Builder, leading national building industry authority, recently surveyed 1000 representative builders in 17 states where home air conditioning is generally needed. It was revealed that 54% of the magazine's builder-readers had installed air conditioning equipment in some of the homes they had built. And 69% answered "yes" to a question as to whether their future residential building specifications called for air conditioning.

The contractor-builder has been long recognized as an important market for the heating industry. As a result, it is not surprising that many of the manufacturers in the heating and air conditioning industry find him an important recommending as well as purchasing factor when it comes to both heating and air conditioning of today's new homes and remodeling projects.

According to the American Gas Appliance Manufacturers' Association, 61% of all gas furnace installations went into new construction in 1953. In 1953, 73.3% of all central oil-fired furnaces were sold to new construction.

Now, It's Built-in Kitchens

For several years, *Practical Build-*

er's editors have been exploring and promoting the idea of built-in kitchen appliances, such as ranges, ovens, dishwashers and refrigerators.

As a result of this specialized editorial activity, surveys indicate that 75% to 80% of today's built-in ovens and ranges are being sold into the new construction market. Naturally, the contractor-builder becomes an increasingly important sales target for kitchen appliances, as well as kitchen cabinet and equipment manufacturers' sales ammunition. This is true in both the new home building and the fast-expanding remodeling sectors of the vast light construction market covered so effectively by *Practical Builder*.

Buyers want "Complete Package"

Just as modern retail merchandising has found that the consumer wants "one-stop" shopping centers, so the builder has learned that the home buyer wants "one-bill" home buying or modernizing.

There are many economic factors favoring the "complete building package", the greatest of which is organizing and financing. A complete home, it is pointed out, is a better deal for the builder, a better buy for the home owner, and a sounder risk for investment capital.

Manufacturers of products for the home, therefore, are finding it increasingly important to know the builder, what he builds, where he builds, what he buys—and how best to serve and sell him.

Publisher of Practical Builder Magazine, 5 South Wabash Ave., Chicago 3, Ill. has available several current studies that can be had without obligation by manufacturing and sales executives interested in learning more about the light construction market. Ask for "How to Sell the Builder", or "Why Today's Sales & Advertising Plans Must Include the Entire Light Construction Market".

For the Educator: Ben Wells, Vice-President, The Seven-Up Co., St. Louis, Mo.

Distribution Council: Arthur H. Motley, President, Parade Publication, Inc., New York, N. Y.

For the Retailer: John T. Pirie, Jr., President, Carson Pirie Scott & Co., Chicago, Ill.

Regional Directors

New England Region: Walter Gorenflo, District Manager, Thomas A. Edison, Inc., Boston, Mass.

Eastern Region: Gordon Bass, President, Gordon Bass & Co., Newark, N. J.

Southeastern Region: F. E. J. Whitesell, Winter Park, Fla.

Central Region: Rudolph E. Reinhold, President, Metropolitan Motor Co., Cincinnati, O.

Western Region: Ben Wells, Vice-President, The Seven-Up Co., St. Louis, Mo.

South Pacific Region: James D. Hughes, Lane-Wells Co., Los Angeles, Cal.

New York Region: Albert E. Ritchie, General Sales Manager, Wildroot Co., Inc., Buffalo, N. Y.

Mid-Atlantic Region: Karl Ljung, Vice-President, Jefferson Standard Life Insurance Co., Greensboro, N. C.

Southern Region: Walter S. Seale, Director of Merchandise Sales, Alabama Power Co., Birmingham, Ala.

Midwestern Region: J. A. McIlroy, Vice-President, Ray-O-Vac Co., Madison, Wis.

Southwestern Region: Frank H. Heller, Remington Rand Inc., Dallas, Tex.

Mid-Pacific Region: E. D. Maloney, Vice-President & General Manager, The Pacific Telephone & Telegraph Co., San Francisco, Cal.

Northwestern Region: H. L. Van Ness, District Manager, Dictaphone Corp., Seattle, Wash.

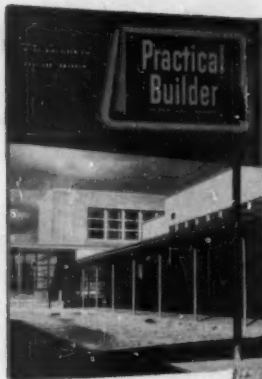
Western Canadian Region: R. H. Heaton, Western Sales Manager, H. Corby Distillery, Limited, Vancouver, B. C., Can.

Southern European Region: Peter Kaufmann, The Globus Stores, Zurich, Switzerland.

Eastern Canadian Region: Ken Hopkins, Sales Manager, Rapid Grip & Batten, Ltd., Toronto, Can.

Northern European Region: Bertil Neuman, Lindberg & Neuman, Stockholm, Sweden.

International Region: Elmer R. Krueger, President, Paper Art Co., Indianapolis, Ind.



Says an Ohio advertiser (name on request): "The response to our advertising in Practical Builder has been quite gratifying... especially considering the limited number of insertions we have had."

The ONE builder-book that reaches the **WHOLE MARKET**



Most people remember it. But it's a pregnant point that bears repeating: Practical Builder is the ONE builder-book edited for the entire builder-market. It is edited by practical builders for practical builders... the men who erect 7 out of every 10 dwelling units; who do 60% of all new light construction; who do most of the industry's remodeling and repair. So when you're talking about one book reaching the whole builder-market you're automatically talking about **practical builder**. Remember, too, that PB delivers not only the greatest builder-readership and the greatest builder-buyership but the greatest builder-loyalty. It is their book, their business bible. And this loyalty, this confidence, is transferred to its advertising pages. Another reason why dollar-smart advertisers say: PB is your Plus Buy... by far!



...of the light
construction industry

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

The Importance of Selling to Our Economy

BY SUSAN HILLEBRANDT

Imagine our national economy as resting on a huge tripod, the supporting columns of which are first, national resources; second, industrial production; third, selling. The structure is supported equally by the three columns; it remains balanced and firm only if all three perform their functions well.

In our gratitude for the abundance of our natural resources and in our pride in the marvels of our great industrial development we are inclined to overlook, or at least to underestimate, the important role which selling plays in our economy.

Calvin Coolidge said, "It is essential in the first instance to produce good merchandise, but it is just as essential to create a desire for it."¹ Let us examine some of the ways in which modern selling goes about creating this desire for goods and services in our country today.

Distribution is the great over-all job of selling. Its Herculean task is the profitable placing of the mountainous supply of products from our farms, mines, and industries. In accomplishing this task, selling performs many other functions which are of great importance to our national economy and well-being.

Selling educates. The Americans are the best informed people on earth as to what there is to buy and where to buy it. Selling teaches us the values to look for and the qualities to demand. Entertainment from Hollywood, automobiles from Detroit, oil from Texas, and vacations in Florida have been sold to the whole nation. The techniques employed to sell such things make use of every possible appeal to the emotions and natural desires of the consumer. However, the American public demands that no untruthful claims be made. Any company today which tries to base its selling campaigns on P. T. Barnum's famous quip, "There's a sucker born every minute," will find itself in difficulties very soon indeed!

Selling raises our living standards. "When you bring to another something that contributes to his well-being, you are rendering him a serv-

ice."² Selling constantly does so by bringing to public attention new and better products and by teaching us how to use them. Selling has created a demand for deodorants, luxury bathrooms, Sun-kist oranges, and power steering. It has created a \$300 million market in cosmetics. Selling sets the pace.

Selling improves our national health standards. Through selling campaigns the public is given the benefit of the information gained by the constant serious research going on in the laboratories of our large manufacturing concerns. Can we doubt for a moment that the slogan, "Brush your teeth twice a day—see your dentist twice a year," has done much more than sell toothpaste? As a result of a vast amount of research on vitamins by our large pharmaceutical concerns, not only did those concerns sell millions of dollars worth of vitamin pills, but the public was made a gift of vital and hitherto unknown facts on nutrition. Or consider the fine results of the campaigns of our lighting and power companies for sight-saving by better lighting. The campaigns sold more lamps and light bulbs, it's true; but was not the public the greatest benefactor in the end?

Selling brings prices down. Wide distribution makes mass production possible and thereby lowers the unit cost to consumers. We have seen two dramatic examples of this fact in the last few years in the fields of radio

and television. At first both were very expensive luxuries, but largely through selling their costs have been brought within the means of the masses. Our system of free competition in selling not only brings prices down—it keeps them down. Again the public benefits.

Selling enriches our cultural life. Without the income from advertising our daily newspapers would be an impossibility as would most of our other magazines and periodicals. The fine music and drama, informative lectures and inspirational sermons available to us by a mere flick of a dial through radio and television have brought an overwhelming opportunity for culture and entertainment into the average home.

Selling serves as a goad to industry. The salesman, after all, is the only one who comes directly in contact with the consumer, and in our economy the consumer is really the boss. It is the salesman who is most sensitive to the customer's moods and desires. It is the salesman who first senses buyer resistance. Industry has learned to listen attentively to the salesman's reports and recommendations.

Our selling techniques have been a natural outgrowth of our democratic way of life. In our free economy the good things are not the exclusive property of the few. Every citizen has the right to buy what he wishes—nobody has the authority to limit his purchases and nobody can tell him where to spend his money. It is a testimony not only to our way of life but to selling as one of its great motivating forces that we have attained a standard of living never before dreamed of. With only one-seventh of the world's population we consume one-fourth of all the world's production of sugar, one-fourth of the coffee, three-fourths of the milk, and one-half of the electric power.³

So long as the consumer is the boss of our economy and so long as we have as individuals the ambition and energy to try to better our standard of living, America will be prosperous and free. It is selling's job to see that its corner of the tripod of our economy is well supported. On the firmness of this tripod depends our prosperity.

The End

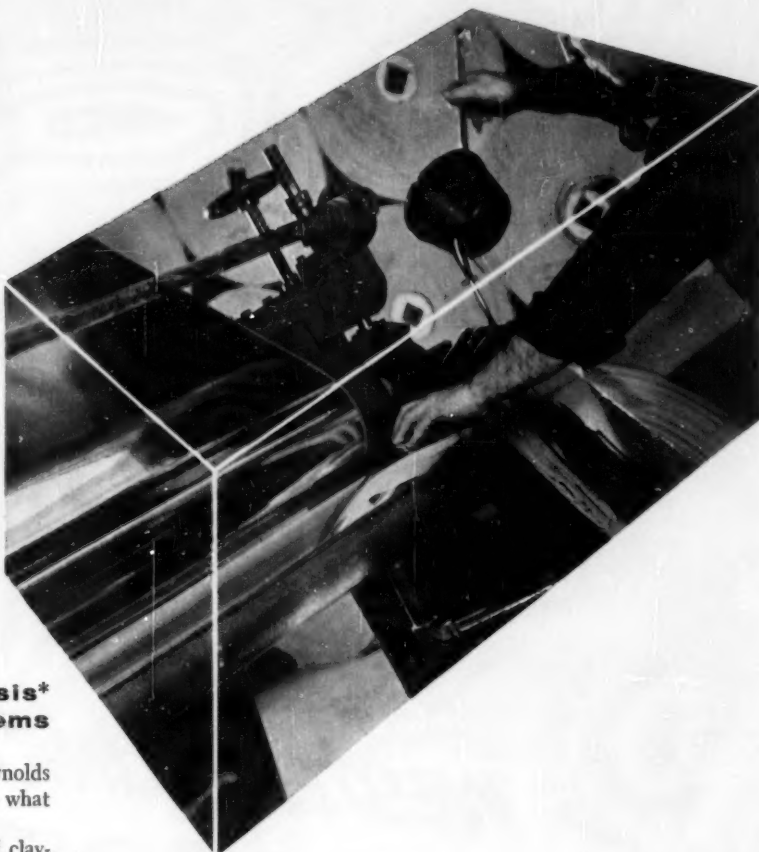
This is an essay

written by a high school student. It is a fresh and detached look at the role selling plays in the American economy . . . and it is an encouraging analysis of the importance of people whose careers are in sales.

Miss Susan Hillebrandt is 17 years old and a senior at The Kincaid School, Houston. This essay, entered in a contest sponsored by National Sales Executives, Inc., won her \$1,000, plus an expense-paid trip to New York City during the recent NSE convention.

1. Alfred T. Falk: *Short Talks on Advertising*.
2. John M. Wilson: *Your Career in Selling*.
3. Alfred T. Falk: *Short Talks on Advertising*.

Maybe
your carton
needs this
"Midas touch"



**How Gair Package Analysis*
diagnoses cartoning problems**

Maybe the "Midas touch" of Gair-Reynolds exclusive gold foil-laminated board is just what the doctor ordered for your carton.

Or maybe not! The white crispness of clay-coated stock . . . the transparency of Plastafoam . . . the extra protection of another Gair carton material might sell your product faster.

Point is, Gair Package Analysis gets rid of the "maybe". This unique service uncovers your basic packaging needs, relates them to your marketing and shipping patterns. Then Gair Creative Engineering studies these facts, comes up with the carton material, the structural and graphic designs, the printing and production techniques that will make your carton a best-seller in today's fast-moving market.

*Gair Package Analysis is a service designed to blueprint a successful carton for your product. Your nearest Gair representative will be glad to give you the full story. No obligation, naturally.



GAIR
ACM

Creative Engineering in Packaging

ROBERT GAIR COMPANY, INC.
155 EAST 44TH STREET • NEW YORK 17, N.Y.

FOLDING CARTONS
SHIPPING CONTAINERS • PAPERBOARD



How to tell a customer where to go...

and make him like it!



WESTERN UNION "OPERATOR 25"

Your advertising arouses interest in your product. People want to buy it. *But does your advertising also tell them where to go?*

It will, if you use Western Union's "Operator 25"—now available in more than 20,000 communities, coast to coast. This service tells a prospect exactly where he can buy your product or service... whether you sell nationally or regionally, through one or several types of outlets.

BEST WAY TO BRIDGE A BIG GAP

All too often, national advertising leaves a big gap between the prospective buyer and the point of sale. You can't expect him to track down your product, store to store, refusing competitive brands till he finds yours. You and I know he won't do it—but when you use "Operator 25," he doesn't need to. You bridge that gap for him.

HERE'S HOW IT WORKS

In your advertising—publication, television, radio or other media—you include the phrase

"For the name of your nearest dealer, call Western Union by number and ask for Operator 25." Your customer sees it or hears it... often, with television, he does both.

When he calls, "Operator 25" gives the customer as many as 4 dealer names and addresses in his own neighborhood, town or nearby city. You can arrange more frequent mention of key dealers... can even, within limits, individualize your message to your prospect.



CALL "OPERATOR 25" FOR DETAILS

Here's the most practical way to prove to yourself how efficiently this service works. Just pick up your phone... call Western Union by number... ask for "Operator 25" and tell her you'd like more information on this practical, customer-directing operation. She'll send you our new "Operator 25" folder immediately.



CONE-TOP CANS make possible the successful canning of wine by Yosemite Winery Association. Such containers

can be waxlined: flat tops cannot. Quality and flavor are not affected by canning and cone-top permits easy re-capping.

"You Can't Put Wine in Cans!" ...But Yosemite Did

Tradition blew up with a bang when this California cooperative tested canned sweet wines first for keeping qualities, then for market acceptance. The new container opens fresh promotional opportunities, greater dealer profit.

About two years ago the management of Yosemite Winery took a critical look at its sales situation and decided it was in a rut:

The Madera, Cal., firm was not selling its product at a satisfactory price, not making new customers at the rate it believed possible, not creating a competitive advantage on which to capitalize.

At the same time management men saw consumption of other beverages soaring — fruit juices, soft drinks, beer. What did these other products

have that their light, inexpensive wines did not have? A package? A package in line with modern trends? A can!

Wine in cans? Unthinkable was the first reaction of many. But leaders in the Yosemite Winery Association, largest independently operated winery cooperative in California, disagreed.

More thought was given the idea. It bore fruit last December when Carina Kan-O-Wine — a wax-lined, cone-topped, crown-capped can for a line of appetizer and dessert wines

such as sherry, port, muscatel, white port, tokay — was introduced in Northern California. Intensive spot-market tests of merchandising ideas began in January of this year, when the 12-ounce can with a consumer price of 33 cents went on sale in California. Its debut was preceded by a tasting and press preview in San Francisco. Advertising and publicity followed.

Full-page advertisements in trade publications gave retailers news of wine in cans, cited reasons why they should stock it. These ads were supplemented by direct mailings to wine distributors and a strong point-of-purchase program. Six sales stimulators were made available to merchants, brilliant pieces in fluorescent color, including can-toppers, shelf strips and die-cut pieces for mass display. Retailers were offered three sizes of mats

for tie-in store advertisements.

Reception has encouraged Yosemite to begin national distribution this summer.

"Heavy trade inquiry from all parts of the country prompted our decision to go national," says Renald Mastrofini, general manager of the cooperative. "Carina Kan-O-Wine apparently has caught the fancy of the trade."

The West Coast promotion is the pattern for introduction of Kan-O-Wine in selected areas across the country. Outside of California a 12.8-ounce can will be featured to conform with Federal standards of fill for wine shipped interstate.

Tried Before

The idea of marketing wine in cans didn't originate with Yosemite's trial balloon. About 15 years ago several wineries experimented with flat-top cans. Because they lacked a suitable liner, they were unsatisfactory. Meanwhile Continental Can Co., Inc., had developed a paraffin wax lining for soft drink cans. Yosemite asked, "Could this same liner be used for wine?" Continental was willing to check and, with the winery, scheduled tests.

Mastrofini explains that cone-topped cans were chosen for the tests because:

1. They can be wax-lined; flat-tops cannot.
2. They can be recapped easily with any bottle or can stopper or a cork.

A variety of wine types were put into these cans, both at Continental Can's Chicago headquarters laboratory and at its plant in Hayward, Cal. Periodic checks were made on the wines for metal pickup. For sweet wines it was found to be negligible; in the case of dry or table wines further research was indicated.

Tests were started early in 1954. Their results enabled Continental Can to report to Yosemite: We can supply you with a can for marketing your dessert wines. Their quality and flavor will not be affected. You can use the can confidently. (Tests and research, incidentally, are continuing.)

Against the strong bottles-for-wine tradition of the industry, Yosemite decided to test-market Kan-O-Wine in California. Why was the firm, with its 125 grower-members, ready to break that tradition?

Answers Mastrofini: "We wanted to make wine more acceptable as a standard, everyday beverage. It is still too widely regarded as a special occasion item. We saw no reason why a light, popular wine should not be marketed in cans—one of the most

popular types of American packaging.

"Wine logically should win popular favor in cans and take its place beside canned soup or fruit juice."

Hope of creating a brand-new market for wine was the dominant idea behind Carina Kan-O-Wine. Yosemite primed its salesmen to point out to retailers that seven out of 10 housewives seldom if ever buy a bottle of wine: They almost never go into a store purposely to buy wine. "We expect with Carina Kan-O-Wine to get a lot of these women to try canned wine," says Mastrofini, "to pick up a can or two on impulse just to see what it's like. Then to take it home, put it in the refrigerator with beer and soft drinks and serve it with these other beverages when guests drop in or when the family sits down for a drink. Then come back for more and more and more."

Comparison studies showed that marketing wine in cans would be more economical than in bottles, with savings in packaging, freight, and breakage loss.

It costs appreciably less to put wine in cans than in comparable size bottles. Caps are cheaper. Ready-lithographed cans eliminate labeling expense.

A case of cans is 12 to 14 pounds lighter than a case of the same size bottles. This represents a freight-charge saving of about 25 cents per case, cross country.

Unbreakability Feature

Loss from breakage is serious in the wine industry. Cans eliminate this loss.

Promotionally the cans offered new potential. They provided an exclusive sales advantage.

Benefits pointed out to dealers and consumers include:

1. Unbreakability.
2. Compactness. One-third less storage space than bottles all along the distribution line from wholesaler to consumer's refrigerator.
3. Driplelessness. No more spots on the tablecloth because the can is "naturally dripleless." (This steals a bit of thunder from a big competitor who a year or two ago spent a chunk of money developing and promoting a dripleless wine bottle.)
4. Light weight. One-third the weight of bottles.
5. Flavor protection. Freedom from direct sunlight damage. (This point is effective with merchants who have to be careful how and where they display wine, easily ruined by light.)
6. Quick chilling. (Since Americans like their beverages cold, the wine industry has given in and now encourages chilling.)
7. Attractive price. The consumer

price of 33 cents a can "is the lowest of any advertised brand for a container of comparable size." Dealers were reminded that "33 cents is rated as one of the best shelf prices for any food or liquor store item, for quick turnover." The price is for the 12-ounce size.

8. Higher dealer profit. "On Kan-O-Wine," dealers were told, "you have the full, advertised-brand wine profit—same markup as on all other advertised brands"—in other words, 50% higher than on unadvertised brands, Yosemite's previous classification for its Carina brand.

Distributor salesmen were primed on how to handle Kan-O-Wine. They were instructed to aim at mass, stack, bin, or other kinds of bulk displays first—"ninety percent of the sales appeal of Carina Kan-O-Wine is lost unless it is displayed big." They were cautioned to make no attempt to place these displays in wine departments or near wine shelves, to keep big displays as far away as possible from wine shelves because "impulse buying by people who aren't thinking of buying wine will account for a large part of Carina Kan-O-Wine sales."

More Margin

Salesmen were also instructed to seek refrigerator space—beside beer and soft drinks. Dealers were reminded that this was good business for them—Kan-O-Wine would yield them more margin than most of the other beverages.

Yosemite arrived at its promotion policy as a result of carefully watched tests in groups of super markets and in interviews with women who sampled the canned wine. Several of California's leading multiple super market operations cooperated in setting up displays and conducting merchandising tests.

In the short time canned wine has been on the market Yosemite does not pretend to have broken any records in sales volume, though results in areas of intense promotion have been excellent. Mastrofini points out that it took about six years for beer in cans to gain a foothold. "We do not look for overnight acceptance. We do expect to have to do a selling job to overcome prejudice in some areas. We are sure, on the strength of the reception accorded Carina Kan-O-Wine so far, that it is in the market to stay. We are particularly pleased by the enthusiastic reception by distributors. They share our gratification that wine in cans has proved feasible. After 10 months in the cans, the wine is still clear, clean, and as good as when it went in." **The End**

"This is the size we use in the Growing Greensboro Market!"



WANT A BEACH HEAD for Southern sales in the South's No. 1 State? . . . It's the Growing Greensboro Market — made up of 700,000 people who comprise 1/6 of North Carolina's total population, and who ring up 1/5 of the state's \$3-billion total sales! . . . Whether you are selling frozen foods or heating pads, overdrives or underwear — you'll learn quickly that folks in the Growing Greensboro Market are better-than-average in the "Spending Dept." . . . Quickest way to put new life into a tired sales curve is to use the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD.

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

YOU HAVE TO REACH 2ND TO SCORE!



Any baseball fan knows that! Same's true of promoting products in Indiana. You can't score unless you reach Indiana's 2nd largest Corporate City Area. South Bend is second only to Indianapolis in population, income and sales. This great market is one of the Nation's richest. You saturate it with only one newspaper—The South Bend Tribune! Write for free market data book.

The South Bend Tribune



The South Bend, Ind. Markets
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES



CHICAGO
NOV. 14-17
1955

A New World at your fingertips

Just reach for your date pad and reserve four days to explore your new world of production . . . attend the Second International Automation Exposition at Chicago's Navy Pier, November 14-17, 1955.

FOR THE VISITOR —

- Computer and Automation application clinics and special related symposia.
- Exhibits of leading manufacturers displaying the latest developments in automation.

FOR THE EXHIBITOR —

- A show of proven merit for finding new and exciting markets, and expanding 'old' ones.
- For exhibitor information, and a report on the success of the First Automation Show, write to Richard Rimboch Associates at the address shown or use the coupon below.

FOR VISITOR AND EXHIBITOR —

to help you keep step in the double-time march of production progress — read **INSTRUMENTS & AUTOMATION**, the world's leading magazine of measurement and automatic control (since 1928).

SECOND INTERNATIONAL AUTOMATION EXPOSITION

849 Ridge Avenue, Pittsburgh 12, Pa.

- ☐ Send EXHIBITOR information.
- ☐ Send show visitor registration data.
- ☐ Send sample copy of the magazine **INSTRUMENTS & AUTOMATION**.

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

TOOLS FOR SELLING



IN THE BAG is assortment of incandescent, fluorescent and mercury vapor lamps manufactured by Duro-Test Corp. Demonstrating lights is Jerry Paden, director of sales, who designed case and introduced it to salesmen at divisional meetings. Lamps can be turned on and off, are removable for close inspection. The company sells direct. Big markets are factories, institutions, offices.

Duro-Test Demonstrator Creates Prospect Interest

Marketing director of Duro-Test tells how his salesmen doubled their business with "live" demonstration case.

When he became director of sales for The Duro-Test Corp., one of the first things Jerry Paden (above) did was to design a compact demonstration case—something new to Duro-Test.

That was three years ago.

Since, the visual aid has revitalized Duro-Test presentation techniques.

The company, in North Bergen, N. J., is the fourth largest manufacturer of incandescent, fluorescent and mercury vapor lamps. The sales organization is national; Duro-Test representatives sell direct to the consumer.

Director of Sales Paden has a long sales career behind him; it includes service with R. J. Reynolds Tobacco

Co., H. J. Heinz and Firestone Tire & Rubber Co. At Duro-Test, however, Paden soon learned that, in order to "really sell," he had to "demonstrate what it was we had that other lamp manufacturers did not have." This was particularly true, he points out, in showing our fluorescent line, where the color of the lamp is an important factor in relation to the display of merchandise, for example, or in reducing eye strain on fine machine work.

Finally, Paden came up with the demonstrator pictured above, an ordinary-looking brief case which, open and connected to a socket, "becomes a lighted stage displaying a wide variety of Duro-Test lamps."

SALES MANAGEMENT



SLEEK AND PORTABLE, Duro-Test case looks like ordinary brief case when closed. In designing unit, Paden sought to create "professional-looking" demonstration.

Says Paden: "In spite of the fact that I felt I had designed something really special in a demonstration case, many men shied away from it. Some of our representatives carried a few lamps in their pockets or brief cases. Others would rely strictly on our sales literature. I knew that the intelligent use of the sales aid would help every salesman increase his business, but I had to sell the idea to our men."

In sales meetings (there are five general sales divisions) across the country Paden himself introduced the new device to divisional sales managers and salesmen. "The old-timers," reports Paden, "were hardest to convince. Gradually, though, my campaign to get the men to use this logical sales tool paid off. Recently one of our men wrote to me, telling how he had more than doubled his business through the use of the all-leather, live-socket display case."

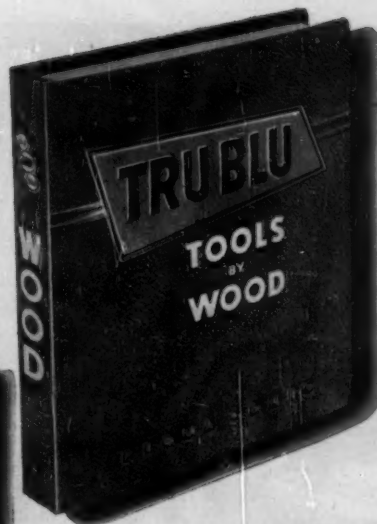
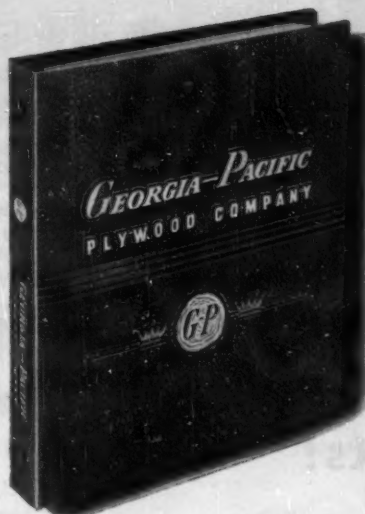
According to Paden, the lighted display helps salesmen to hold the prospect's interest. He flicks switches, moves lights, demonstrates fluorescent color.

It gives the sales representatives something *unusual* to show. **The End**

JULY 1, 1955

HEINN

Loose-Leaf Binders



often **MAKE**
the difference
between
salesmen



Why is one salesman more productive than another? You can point to experience or personality — or to the ability to present product facts quickly.

The more productive salesman has an up-to-date loose-leaf catalog. More often than not, he uses a Heinn Loose-Leaf Binder with carefully planned indexing — and tells his sales story faster to create extra sales volume.

Millions of Heinn Loose-Leaf Binders, now in use, make salesmen's and customers' catalogs more effective. Each Heinn unit is made of beautiful, durable materials and has a smooth, easy-action mechanism — a masterpiece that reflects pride of workmanship. Compare any Heinn product with another kind, and you'll learn that there's as much difference between binders as between salesmen!

NEW



Facts at Your Fingertips

... Heinn's helpful booklet for the catalog planner. When writing for your copy, please describe your binder and index problems.

This coupon will bring you the facts:

THE HEINN COMPANY • 314 W. FLORIDA STREET • MILWAUKEE 4, WISCONSIN
We are listing quantities of items on which we'd like complete information:

____ SALESMEN'S CATALOG BINDERS
____ DEALER CATALOG BINDERS
____ MANUAL COVERS (Sales, Service, Parts)
____ PRICE BOOKS
____ INDEXES

☐ Send "Facts at Your Fingertips," Heinn's new booklet for the catalog planner.

☐ Have your representative call.

Name _____ Firm _____
Address _____ City, State _____

ORIGINATORS OF THE LOOSE-LEAF SYSTEM OF CATALOGING . . . LEADERS SINCE 1896



TRUCK DRIVERS SELL, TOO: Lone Star's aluminum and new Fiberglas boats are trucked to all parts of the

country. They arouse so much curiosity that drivers are prepared to hand out catalogs and dealer addresses.

So No One Would Buy Aluminum Boats!

Imaginative solicitation of dealers and prospects saved tiny Lone Star from foundering with its revolutionary boat. Example: opening dealership by long-distance telephone. Now the firm has another line-leader: a Fiberglas boat.

**An interview by Mary K. Pirie with E. M. BISHOP
President, Lone Star Boat Manufacturing Co.**

In 1946 few people had heard of aluminum boats. Still fewer had heard of Lone Star Boat Manufacturing Co., Grand Prairie (near Dallas), Tex.

Eight years later, in 1954, Lone Star had sales of \$3.5 million. Most of this volume came from aluminum boats, the rest from newer Fiberglas craft.

Lone Star's introductory sales were to nearby water-resort owners. They appreciated the maintenance-free feature of aluminum. By 1948, the new boats had won the approval of fishermen within 100 miles; the company began advertising in several national consumer sports magazines. A small black-and-white catalog, offered in

advertisements, brought fair sales returns.

Lone Star boats are built of heavy-gauge, wear-resistant aluminum. Air chambers make them virtually non-sinkable. Early advertising featured a photograph of a Lone Star boat nearly full of water, but still afloat, with four swimmers holding onto its sides. The same picture is used frequently today.

The light weight of the boats was at first a sales obstacle: People feared that they would blow around on the water too easily. But it was turned into a selling feature. Lone Star advertising pointed out that these boats had "beautiful planing ability," were easy to lift and handle—perfect for

car-top hauling. Capitalizing on their portability, the company soon added boat trailers. Also stressed was the resistance to deterioration, characteristic of aluminum, a repair-free feature. ("Your Lone Star boat will always be ready to hit the water and go!")

First models were flat-bottom, built for utility rather than beauty. In 1949 Lone Star added semi-V-bottom boats with more eye appeal. This, plus growing consumer response to Lone Star's national advertising, roused dealer interest.

In 1949 the company added dealer publications to its advertising schedule. In areas where Lone Star had no salesmen, dealers ordered direct from the consumer catalog, with a price discount.

Several years ago, President E. M. Bishop attended a national trade convention at which a leading boat dealer made the key address—on salesmanship. Bishop took notes. Back at the home office he turned them over to a sales executive, suggesting a long-distance telephone solicitation he believed would please and amuse this dealer.

After introducing himself on the telephone, the Lone Star man ex-

One **PAPER**

GIVES YOU COMPLETE COVERAGE IN AKRON'S BILLION DOLLAR PLUS MARKET

Akron's One Billion Forty Million Dollar Market is served by only ONE powerful newspaper — the Akron Beacon Journal. You get complete coverage of this fertile market at one low cost either Evening or Sunday. R-O-P color available in all issues.

ONE LOW RATE
Evening or Sunday

CIRCULATION
Evening, 155,154
Sunday, 162,175

POPULATION
Metro. Area, 446,100
Ret. Tr. Area, 578,300

AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER



Sample No. E-56
Size closed
3" x 4 3/8"

*Not just during
the Holiday Season*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

ADVERTISING CORPORATION OF AMERICA
Manufacturers Easthampton, Mass.
OFFICES IN NEW YORK • CHICAGO • PHILADELPHIA



TWO ON THE AISLE...

to sell out the house,
put your product in

H & D "Selmor®" Displays

HINDE & DAUCH

Write for FREE BOOKLET—

"How to Select Vending Displays"

Hinde & Dauch, Sandusky 16, Ohio



plained: "Mr. Blank, our company was greatly interested in your talk on salesmanship. Now I'll try out your methods—in selling you a Lone Star exclusive territory."

He then made his telephone sales presentation, at appropriate moments interpolating, "Mr. Blank, I'm now smiling"—or whatever Blank's speech had advocated as good selling technique at that point. Remarks Bishop: We didn't get a closure during that telephone call, but it opened the way. Blank is today one of our most successful Lone Star dealers."

In open territories the company carefully selects each prospective dealer, usually one handling a nationally known outboard motor. A personal letter from General Sales Manager Richard Verrill (1) invites the dealer to take a protected Lone Star territory; (2) encloses a circular showing what Lone Star boats are doing for other merchants; (3) mentions that in a few days the company will call him long distance.

Time the Call!

The call is carefully timed—neither too early nor too late in the business day, and never at the lunch hour.

"Properly handled, long-distance telephone solicitation has a good psychological effect," says Verrill. "Like a self-addressed, stamped return envelope, it implies a slight obligation to take action. It's subtly flattering. The dealer thinks, 'These people really *do* want my business, to spend so much money.'"

Lone Star's four territorial sales managers handle telephone solicitation. It requires:

1. Thorough knowledge of company policies and operation.
2. Plenty of selling experience.
3. Ability to project over the wires warmth, friendliness, enthusiasm.
4. Good telephone voice—clear, strong and pleasing, with no peculiarities of accent or enunciation to distract the prospect's attention.
5. Knowledge of the prospect's geographical location and special sales problems, boat lines he already carries and, if possible, something about the man himself.

Telephone calls last five to 40 minutes, always cost much less than a salesman's visit.

The company claims a rather high rate of first-call closures. If a dealer isn't ready to say yes, the Lone Star representative thanks him for his time, follows up with a selling letter.

SALES MANAGEMENT



March 16

Construction starts on ultra-modern \$3 million suburban shopping center!

March 26

Sears Roebuck open new \$3 million retail store!

April 28

Plans announced for new \$500,000 downtown retail shops building!

May 2

Ford Motor Co. selects Davenport as hub of new \$3-county sales district!

May 19

Aluminum Company of America announces \$10 million joint air force expansion program!

May 23

Federal Reserve announces Davenport bank clearings up 18.8%! Highest in Iowa!

May 29

\$20 million additional plant expansion announced by Aluminum Company of America! Largest hot sheet mill in the world!

Year after year

DAVENPORT NEWSPAPERS ARE

- ... FIRST in Quad-City circulation
- ... FIRST in Quad-City advertising lineage
- ... FIRST in advertising lineage in all Iowa!

DAVENPORT NEWSPAPERS

The MORNING DEMOCRAT — The Evening DAILY TIMES
The Sunday DEMOCRAT & TIMES

HEADQUARTERS: DAVENPORT, IOWA • Serving the Quad-Cities of Davenport, Iowa; Rock Island, Moline, East Moline, Illinois
Represented Nationally by Jans & Kelley, Inc.

The company determines Lone Star sales potential for dealers by size of population center, other lines of boats carried, and territorial analyses of buying power based on SALES MANAGEMENT's *Survey of Buying Power*, says Roy Hughes, Lone Star's director of marketing research. Example: Class A dealers should sell more than 50 Lone Star boats a year.

This year, to help dealers to meet sales quotas, the company is advertising in nearly 50 national consumer magazines, the majority in the sports field. Preparation and placing are by Taylor-Norsworthy, Inc., Dallas.

Most dealers buy small local newspaper space to tie in with national advertising.

Lone Star's 1955 catalog illustrates 29 aluminum boat models, ranging from 14- and 16-foot lengths (with some nine-foot dinghies) to 21-foot cabin cruisers, and recently-added Fiberglas boats.

Advertisements are keyed for publication and date of insertion. As requests come in, each prospect is mailed a catalog and a personal letter from Verrill, referring him to his nearest Lone Star dealer. His name and address are sent to the dealer for follow-up. Two weeks later the company mails the prospect a double post card; the return card, postage-prepaid, has Yes and No blanks for answers to:

"Have you contacted your dealer?" "Has he contacted you?" "If contacted, did dealer show you his Lone Star models?" "Did you buy a Lone Star Boat?" "If not, what make boat did you buy?"

Verrill states that percentage of returns is "surprisingly high." Answers (especially to the second question) indicate the dealer's alertness; knowledge of the card tends to keep him on his toes.

Important in Lone Star's sales promotional program are trade shows

Sales Manager to President at 35

Thirty-five-year-old E. M. Bishop—"Ed" to most of the men in the factory—came to Lone Star Boat Manufacturing Co. as sales manager in 1948, later became a partner of R. W. McDonnell, the founder, and for the last three years has been executive head of the business.

Since Ed came aboard, Lone Star has grown into one of the country's largest manufacturers of small pleasure craft.

On McDonnell's retirement early in 1955, the company was reorganized from a partnership to a corporation, with Bishop as president.

Bishop believes in the three P's: product, promotion, people. Especially people.

Lone Star's 1955 catalog includes factory photographs of 14 steps in "painstaking craftsmanship by experienced boat-builders." Besides showing the customer why Lone Star Boats carry a 100% guarantee, these pictures build the morale of the men who build the boats that build Lone Star's spiraling sales.

Recent increase: from approximately \$1.3 million in 1952 to \$3.5 million in 1954.

where water enthusiasts see Lone Star's newest models. Prospect inquiries are referred to nearby dealers.

Monthly, the company sends its dealers the *Lone Star Log*, prepared by Advertising Manager Rex Maus, formerly a newspaper sports editor.

Example of *Log* style: "IT HAS BEEN WHISPERED . . . that a few (a very few) Lone Star dealers haven't been following up inquiries referred to them from our national advertising . . . The man who sent in the inquiry WANTS TO BUY A BOAT! Do you want to ruin his entire summer, let him buy some other boat and not be happy with it, when you could sell him a Lone Star and make him HAPPY? What a thing to carry around on your con-

science for a year . . . I ruined a guy's summer! He wanted to buy a Lone Star boat and I didn't even call him. (You might consider the lost money, too.)"

Verrill and his four territorial sales managers (two at Grand Prairie, two at the new Indiana assembly plant) keep in touch with dealers by mail and telephone. If a merchant falls short of his territory's sales potential, the company offers aid.

Dealers generally order by mail from the Lone Star catalog. Retail prices, formerly determined by dealers and now set by the company, range from \$125 to \$495 for outboard boats, and \$795 to \$1,595 for outboard cruisettes and cruisers. Inboard models are higher.

The End

to sell the Kansas farmer buy the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco





*Yes, we'll even ship elephants!

Everything goes—by UNITED AIR FREIGHT!

From heavy machinery to cabbages, you can ship practically anything by fast, economical United Air Freight. And here are some of the reasons why it pays:

Decreased unit weight—lower crating costs, or none.

Wider marketing—through quicker delivery.

Lower warehouse expense—because you can ship direct to distributors and customers.

Faster turnover—lower inventory, less money tied up in goods in transit.

Only United provides one-line air service linking the East, the Midwest, all the Pacific Coast and Hawaii—also fast connections with other carriers to speed your goods nation-wide, or anywhere in the world.

→ Learn more about the advantages of United Air Lines Air Freight Service—call your nearest United representative or write for free booklet, "Industry's Flying Partner." Cargo Sales Dept., B-7 United Air Lines, 5959 S. Cicero Avenue, Chicago.



Me, Too, Fellow

Save some for the Orange Blossom Trail country when you buy adv. in Florida.

We're a long way from Miami, Jacksonville and Tampa.

All the papers in those 3 cities combined do not cover our 5 counties of 400,000 people, 500 million \$ buying power.

Orlando Sentinel-Star

MARTIN ANDERSEN
Owner, Ad-Writer & Galley Boy
Orlando, Florida
Nat. Rep. Burke, Kuipers & Mahoney

**RENT YOUR CAR
OR LEASE A FLEET
FROM**

NATIONAL

... in all principal cities here and abroad ... consult your 'phone directory under "NATIONAL". Write for courtesy card and directory to:

NATIONAL CAR RENTAL SYSTEM, INC.
1200 WASHINGTON AVE., CE. 1-9209, ST. LOUIS 3, MO.

**HANSEN
STORAGE CO.**
124 N. JEFFERSON ST.
MILWAUKEE, WIS.

**WISCONSIN'S
LARGEST AND
MOST MODERN**

AFILIATE — HANSEN STORAGE OF MADISON INC.

**KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS
PROMOTIONAL PENS**

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

DOVAL SALES COMPANY
Dept. SM, 158 W. 23rd Street, New York 11, N. Y.

Reg. Pen Ball
Slim Jim

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Elizabeth, N. J., and Eastern Union County: Market facts compiled by *The Elizabeth Daily Journal*, which reveal that this is one of the nation's richest and fastest growing markets: over \$708 million Effective Buying Income within a 10-mile radius; \$7,243 Effective Buying Income per family—19.4% above state average, 40.0% above U. S. average. Industrially, Union County ranks in the top 50 of the nation's 300 industrial counties—a greater five-year industrial growth than all other counties in the New York-Northern New Jersey Metropolitan Area. Write to Fred C. Rebstock, Advertising Manager, *The Elizabeth Daily Journal*, Elizabeth, N. J.

1955 Consumer Analysis of the St. Paul Market: Ninth annual report of consumer brand preferences compiled and published by the *St. Paul Dispatch-Pioneer Press*. Approximately 150 product classifications are covered in the report. Included in the data are: where St. Paul families buy most of their groceries; day of the week on which most groceries are bought; night of week preferred for grocery shopping; where most of the meats are bought; family preferences in buying fresh meats. Write to Thurman W. Salade, Manager, National Advertising, *St. Paul Dispatch-Pioneer Press*, St. Paul, Minn.

The Heart of the Dallas Market: A market of 1,885,900 people, which Radio Station WFAA-570 pinpoints with blanket coverage. The data, compiled by the Research Department of A. H. Belo Corp., reveal that this market has had 33% increase in population since 1940—57% more than the nation as a whole. It has 575,100 families with an average of 3.28 persons per family—47.3% increase since 1940. Its Net Effective Buying Income is \$3,040,359,000—321% increase in the last 15 years or an average increase of 21% per year. The 1954 per family income was \$5,287. The Buying Power Income is 1,2283. The quality of the market, a measure of the purchasing ability of the market compared with the nation, is 106 — 6

points higher than the national average. 1954 retail sales totaled \$2,215,684,000; per capita retail sales, \$1,175—five times greater than in 1940 and more than doubled since 1946. Write to Alex Keese, General Manager, Radio Station WFAA, 1122 Jackson St., Dallas, Tex.

Market Milk Facts: Data compiled by *The Milk Dealer* in accordance with the publishers' sales presentation outline recommended by the National Industrial Advertisers Association. Markets covered: buttermilk, chocolate milk, fruit drinks and cottage cheese. Last year's sales of the market milk industry totaled over \$5 billion. Nearly half of all the milk produced in the U.S. is processed and sold by milk pasteurizing and bottling plants which are owned and operated by milk dealers. Included in the report are: a list of products the milk industry buys; milk processing from farm to consumer—on the farm, milk transporting, receiving room, milk pasteurizing, bottle-washing and filling, storage and refrigeration, delivery truck loading, delivering milk; equipment necessary in processing fluid milk into nutritional consumer items; new trends in the industry. Write to Peter Olsen, Vice-President, The Olsen Publishing Co., 1445 N. Fifth St., Milwaukee 12, Wis.

The Packaged Baking and Flour Mix Market: Report from *Redbook* magazine, which gives the history of the cake, biscuit, muffin, pie crust, pancake, waffle, hot roll, cookie, doughnut, pizza pie and Brownie mix industry—from its beginning in 1880 to the present. In three parts, the report covers the industry's background and growth, national advertising and surveys of consumer use and brand preferences. It points out the importance of mixes for the younger housewife who wants shortcut methods to lighten her burden. For example, for all baking mixes, she spends an average of \$5.19 each year, as opposed to the \$3.74 spent by the housewife over 35 years of age. Write to William E. Terry, Advertising Manager, *Redbook*, 230 Park Ave., New York 17, N. Y.

How to Help Your Husband Be More Successful

(continued from page 29)

the most fascinating, exciting, and lucrative businesses to which a man can devote his life, but it is also one of the most important. A large labor union in this country estimates that orders produced by the average salesman provide work for 33 persons in our factories.

Are you proud of your husband's occupation and the company he works for? If the company makes consumer goods, do you always use them or do you buy some other brand? Do you speak with pride when you tell your friends and acquaintances about your husband's job and his employer?

If you take the time to understand his job and what he is doing, you will be proud. If you are not, you probably should encourage him to find employment elsewhere. Job satisfaction has been rated one of the most important factors in a man's happiness. How can you expect him to be pleased and satisfied with what he is doing unless he knows you are behind him 100%.

Keep him well. Let's assume your husband made \$6,000 last year. How much is he worth as an income producer? Look at it this way: If you were to invest money at 5% interest, you would have to set aside \$120,000 to receive the same income your husband makes. In other words, your husband is a \$120,000 piece of machinery. (If he made \$12,000, he's worth a quarter of a million dollars!)

What would you think of someone who owned such a machine and did not protect and maintain it? The same reasoning should apply to your husband. If you allow him to become ill so that he misses a day of work or works at less than top efficiency, you are not only losing current income, but are taking dangerous chances with the future operations and life of the "machine."

When you think about keeping him well, think about his mental as well as his physical health. Not only is there a great amount of physical work connected with traveling around and calling on customers, but there is an even greater amount of mental gymnastics involved. Doing a good job of getting a customer sold on his products is tough. To keep the customer sold requires an alert and active brain. That's why the right mental frame of mind is so important.

To help your salesman keep mentally fit, try not to worry him with unnecessary problems. Make sure that he gets a chance to relax.

There are many ways he can do this. Some people like to stretch out and read the papers. Others like to tinker around the house. Whatever form it takes, make sure he gets a change of pace periodically.

In short, keep him mentally and physically well. Also be sure that he recognizes the need for taking care of himself. Remember, he's more than just a valuable machine — he's the man you love!

Help with his appearance. Think of the various salesmen from whom you buy. How many of those you like to do business with need a shave or a haircut, wear shoes that need polishing or clothes that need cleaning or pressing?

For years companies have recognized the value of neat, clean, well-dressed salesmen. There is a provable definite relationship between appearance and success in selling. Unfortunately, a lot of men do not realize the importance of being well groomed or they are "in too much of a hurry to do anything about it."

Here is an opportunity for you to help your husband. Begin by making sure that he has adequate and proper clothes for his job. As a woman you are probably much more clothes conscious than he is. If he must wear white shirts, be sure that they are always clean—and have the required number of buttons. If you can afford to send them to the laundry, fine; if you launder them yourself, be sure that they are snow-white and carefully ironed. Check his haircut, especially around his collar and over his ears. Many people find it a good idea to keep one suit pressed and fresh for unexpected special occasions. Finally, each time he leaves you to go to work, look him over from top to toe—be sure he looks like a man you would buy from.

Help him to be an optimist. A wise and successful old salesman was once asked what was the greatest obstacle he had to overcome in his selling career. Without a moment's hesitation he replied, "Discouragement." He went on to explain that even after leading all the other men in his company in sales for many years, there were still times when he felt beaten and discouraged.

Because selling is an art as well as a science, the results of a particular sales call or series of calls are often not apparent for some time. When a man experiences a number of "un-



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3. What you gave last year.
(if you did)
4. What your chief competitor gave last year. (if he did)
5. Price range per gift that you have in mind.

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Sales Management

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successful" presentations in a row, it is quite natural for him to feel downhearted and discouraged. You've had the same thing happen to you, I'm sure. Can't you recall days when nothing seemed to go right? You undoubtedly also remember that these periods of discouragement seemed less depressing and shorter-lived, if when he came home, your husband was understanding and cheerful and helped you back into a happy frame of mind.

Marriage has often been called a 50-50 proposition. One couple I know recognizes this and yet appreciates the fact that there are times when one of them does not feel like being 50% of the combination. At such times he or she may announce, "I feel like 30%." It is at times like these that the other partner must exert extra effort himself, or herself, and be the 70% of the team.

The moral of the story is a simple one: Appreciate the need for good spirits in the family and see that you and your husband do not get discouraged together.

Be his escape valve. A lot of people are like steam engines. They build up a great amount of internal pressure and periodically they have to let some of it escape. It's simply a case of doing

it a little at a time or eventually blowing up all at once.

Many salesmen fall into the steam engine classification. They need to talk out their problems and frustrations every so often. The best place for them to do this is among people who understand them. That's where you come in. When you see your husband's internal pressure mounting and his face start to get red, open the valve a little. Encourage him to talk. Be understanding. Let him get it "off his chest." Ask questions if it helps, and try to help him get back into a normal state of mind.

Work with him in budgeting your income. Just as successful businesses operate with a budget, so should you. Invariably people who plan their expenditures find that they are able to acquire more of the things they desire. Think about your own situation. If you do not operate with a budget, do you have trouble recalling just where your money goes? Repeatedly I have seen salesmen receive an increase in salary only to find the added income gone at the end of the month and nothing to show for it.

Budgeting helps any family but it is particularly important for salesmen who receive a large portion of their income in commissions. One

month may be an especially good one, yet unless there is a plan on how the additional income will be spent or saved, "extras" may be purchased. Frequently such "overexpenditures" result in worry and financial inconvenience in subsequent months when the commission portion of the man's income drops below normal.

To those of you who do not now budget, let me make this suggestion. Estimate your total yearly income. Divide by 12. That gives you the amount of money you have available in any given month. Next step is to total bills you pay once a year—taxes, insurance, etc. Divide this figure by 12 and subtract the total from your monthly income. The balance should cover your normal monthly expenditures and savings.

Provide him with a place to work. There are few salesmen whose days begin at nine and end at five. Typically, sales representatives find that the paper work connected with their jobs requires them to work an hour or more several evenings a week. Neither wives nor husbands should underestimate the importance of this "after-dark selling." During this time the salesman writes his orders, prepares the memos which help the home office and factory to help him, and plans the schedule and strategy he will use the following day. To do this work effectively he usually needs a desk, a file drawer or cabinet, stationery and a little peace and quiet.

Don't be like the woman in the cartoon who entertained friends in the living room and said to her husband, "John, would you please go out and write your reports on the ironing board in the kitchen!" A place for your husband to work doesn't require much space in most instances. As manager of the home it is your responsibility to allocate it to your husband and to see that neither you nor the children disturb it.

Give him time to work. "George, can you wait a few minutes and drop Junior off at school? Please don't forget to go to the bank and then pick up my suit at the dressmaker's. And try to come home a little early this afternoon—there are a couple of small jobs in the yard that need to be done."

Do you know of any salesmen's wives who talk like that? Unfortunately there are a substantial number. Each little request in itself does not take much time, but add them all together and you will find that each year they take several days out of a salesman's life.

Certainly a husband should help



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his wife and run a few errands for her when necessary. Nevertheless both of them should recognize that such activities reduce the amount of time the salesman should devote to his job.

Put the shoe on the other foot. Suppose George on leaving for work in the morning said to his wife, "Honey, don't forget to drop off that special order at Thompson's. Please remember that those data sheets on the new machine have to be addressed and mailed to all the accounts. And if you have time, find out about that new construction job the Murray Co. is contemplating."

Watch your tongue. Sometimes you hear your husband express his thoughts and feelings about his business associates or the policies of his company. These chance remarks should stay at home. Don't discuss them over the telephone or the backyard fence with neighbors, friends, or wives of other salesmen. It won't help and it may do a lot of harm.

Last week I talked with a sales manager who told me that the wife of a former salesman associate repeated some of her husband's "gripes" against a certain executive at a Christmas party. Like many companies this organization had two factions and she passed on her husband's remarks to the wife of a man on the opposite "team." The results were swift and unfortunate. Yet to this day neither the wife nor the husband knows why his employment was so suddenly terminated.

Be flexible about where you live. Although this point is of little importance to some salesmen's wives, to others it is of major consequence. This latter group includes women whose husbands work for large companies that make a practice of promoting and transferring men from one section of the country to another. I knew one such man on the East Coast some years ago. During the war he and his family lived in an apartment in a large city in Virginia. After V-J Day they saw their dreams of a home of their own come true. The contractors finished the house on Thursday. The family was set to move in Saturday. Friday morning the husband received a telegram. It offered him a better position in charge of one of the company's branches in the New England states. As he explained later, "It almost broke our hearts to sell our new home and move, but we felt we couldn't refuse. The new job meant more responsibility and an increased income. And I knew that relatively few men are

considered for important positions once they have refused a promotion that means a change of residence."

The thought of pulling up stakes, moving to another area and leaving your friends behind can be dismal. Good management holds such transfers to a minimum but there are situations which demand them. To reduce the inconvenience and unhappiness such a move may bring, you are wise to avoid getting too attached to a particular location.

Entertain — and be entertaining.

Many people like to keep their business and social lives separate. They believe that by so doing they enjoy both more. Although I do not have any concrete evidence to disprove this philosophy, I would like to suggest that the greatest business success comes to those who have discovered how to combine the two effectively. This does not mean that all of your social activities should be appraised in the light of what they will contribute to increased sales. Far from it. It does mean that you realize you can have as much good fellowship and

SiouX City Sue favors the rectangular look



Fashion is important to SiouX City Sue — she keeps close tab on the Paris couturiers — but this "look" refers to the shape of TV screens.

She's an inveterate viewer, but not an indiscriminate one. She looks mostly at KVTU Channel 9.

A recent Telepulse gave KVTU a 77% share of audience from 6 to 12 week-nights, the top 10 shows in SiouX City, plus the top 23, and 24 of the top 25!

Moral of the story: the best way to reach Sue and her \$991 million buying income is KVTU television.

Your Katz man is as close to you as your telephone.

CBS • ABC

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Channel 9

Sioux City, Iowa

Serving Iowa's 2nd largest market.

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DAILY
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Combined

232,344

SUNDAY

As filed with the Audit
Bureau of circulation, sub-
ject to Audit, for 6 months
commencing March 31,
1955.

- Calls on more Texas customers than any other newspaper. Annual Effective Buying Income of trading area, \$3,195,668,000.
- Speaks the language of Texans . . . is invited into over 90% of all Fort Worth homes daily, and over 77% of all Fort Worth homes every Sunday.
- Is read by over 41% of all families in the 100 county trading area every day, and by over 36% of all families in the trading area on Sunday.

Figures based on latest Sales Management estimates and ABC Audit report.

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher

AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests—"Just a Good Newspaper"

fun with your husband's business associates as with people outside his business world. In fact you may find that you enjoy them more than other people because of the many things you have in common with them.

Trust him. Reports of salesmen's misconduct are exaggerated. Anyone who believes that the majority of salesmen spend their time partying and carousing does not have a true understanding of salesmen as individuals and of the true nature of their jobs.

In the first place, most salesmen are "good" because they love their wives and their families. Their personalities do not change when they travel around the country for a few days. Their conduct on the road is the same as when they are at home. In the second place, the nature of the sales job is such that a conscientious salesman has little time or energy for "extracurricular" activities.

It has been our experience that the great majority of salesmen are worthy of the trust and respect of their wives.

Encourage him to prepare himself to get ahead. There is no standing still in this world—either we go ahead or we slip backward. This is certainly true of salesmen. We have discussed the need for defining an objective. Let's now consider some of the things you might encourage your husband to do to achieve his goal:

Take a good look at your man. What are his shortcomings?

Can he express his thoughts in a clear and well organized manner? Perhaps he needs a course in public speaking.

Does he know enough about his company and his merchandise? Maybe he should read up on his industry and get out and work with the users of his products.

Sit down and make a list of ways your husband can improve his personality, his ability and his contacts. Then encourage him to take the necessary steps. It may mean some slight inconvenience for both of you for awhile, but it will be well worth it in the long run. And remember, don't "harp" on him to better himself. The magic word is *encourage*.

J. R. T. Bishop, a vice-president of International Minerals & Chemical Corp., says, "Men, by and large, are just about as good as the women who help them keep on the job."

If you want your husband to be the most successful salesman in his company, you must be the most helpful of all the salesman's wives!

The End

EXECUTIVE SHIFTS IN THE SALES WORLD

All-Rite Pen, Inc. . . .

Charles W. Richardson to assistant to the president from sales manager; Bronson Purdy to national sales manager.

American Motors Corp. . . .

Edmund B. Barnes to general merchandising manager.

American Newspaper Publishers

Ass'n. . . .

Warren E. Bragg to director of marketing, Bureau of Advertising of the ANPA.

Anheuser-Busch, Inc. . . .

A shake-up in its top-level sales staff puts sales of the firm's beers under the personal supervision of President August A. Busch, Jr.

Belknap Hardware & Mfg. Co. . . .

Russell Procter to president; Charles R. Bottorff, formerly president, to chairman.

Borg-Warner Corp. . . .

Harold Nutt to president and general manager, Borg & Beck Division.

The Buxbaum Co. . . .

J. E. O'Connor to sales manager, Akro Household Rubber Products Division.

Clark Equipment Co. . . .

Robert C. Andrews to sales manager, Axle Division.

The Denison Engineering Co. . . .

Paul W. Norris to v-p and director of sales.

Ekco Products Co. . . .

H. W. Gillespie to president, National Glaco Chemical Corp., a subsidiary. Was formerly sales manager and executive v-p of Glaco.

El-Tronics, Inc. . . .

Richard C. Newbold to v-p in charge of sales.

Gar Wood Industries, Inc. . . .

Harold H. Hippler to general sales manager.

General Foods Corp. . . .

Linwood F. Brown to national sales manager, new Institutional Products Division.

General Time Corp. . . .

M. C. Budlong to v-p. He is general manager of the Westclox Division.

The Gray Mfg. Co. . . .

Donald Hamilton, Jr., to general sales manager.

H. J. Heinz Co. . . .

C. E. Gossard to manager, chain store sales.

Ideal Dispenser Co. . . .

T. G. Thompson to v-p sales, from general sales manager.

Jefferson Chemical Co., Inc. . . .

J. D. McPherson to v-p, sales.

Julius Kayser & Co. . . .

Finney P. S. Bancroft to general sales director.

Jones & Laughlin Steel Corp. . . .

David O. Merrill to manager of sales, Container Division.

The MacGregor Co. . . .

Paul A. Francisco, a v-p, to manage all MacGregor branches in the U. S.; Joe W. Kelly, also a v-p, to sales manager, Athletic Division.

P. R. Mallory Plastics, Inc. . . .

Robert M. Burns to sales manager.

The Maytag Co. . . .

George D. Caddoo to manager of export.

Mutual Broadcasting System . . .

Harry Trenner to v-p in charge of sales.

D. W. Onan & Sons Inc. . . .

Hiram Hascall to v-p in charge of sales, from general sales manager. The firm manufactures electric generating equipment.

Reading Tube Corp. . . .

Joseph F. Murray, general sales manager, to the board of directors.

Rempel Mfg., Inc. . . .

Harry Edmondson to sales manager. The company manufactures toys.

Sealy, Inc. . . .

Joseph N. Kallick to director of sales and advertising.

Sunbeam Corp. . . .

Robert P. Gwinn, v-p and sales manager, Electric Appliance Division, to president and general manager of the firm.

Underwood Corp. . . .

L. C. Stowell to chairman of the board; Fred M. Farwell to president; Matthew E. Meek to national sales manager, Typewriter Division.

Union Carbide & Carbon Corp. . . .

Gerald A. Ward to general manager of distribution, Bakelite Co., a division.

Sub-miniaturization

is

ITTY

BITTY

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BUSINESS



"Sub-miniaturization" actually is a self-contradictory word because as radio components are engineered down to thimble and pinhead size, electronic applications in industry become wider and greater. Very soon, a tumbler-full of complex radio-electronic equipment will fly an airplane! Circuits have been flattened to postcard size, and radio-tubes to matchheads. "Radio" becomes a part of every industry!

The fast, far-reaching growth of the radio-electronic industry has been made possible by a vast amount of technical nourishment. More than 1,000 technical meetings a year are held by IRE's 38,000 members in eighty-one active sections in every part of the English speaking world. The volume of published information required to feed this engineered progress is enormous.

For forty years, without need of change of name or direction, The Institute of Radio Engineers has published its "Proceedings of the I-R-E"—a monthly magazine by radio-electronic engineers, for radio engineers. It is an unabridged, accurate, working textbook. 481 advertisers use its pages to keep their products before design men...to sell in the pre-specification stage of this dynamic industry.

*Engineers are educated
to specify and buy.*



BACK OF THE BOOM — PLENTY OF JOBS AND CASH		
1954 (JULY)		1955 (JULY)
62,149,000	EMPLOYMENT	63,150,000 (est.)
\$70.92	WAGES (Weekly earnings, average, in all manufacturing)	\$75 (est.)
\$1,561	INCOME (Per capita annual disposable income at new high)	\$1,594
\$94.4 billion	CAPITAL (Net working capital of American corporations)	\$97 billion
<div>  <p>When all of us deduct our debts from our personal assets, we have \$615 billion now as net equity. This is 3½ times our purchases (\$170,665,000,000) of goods and services at retail in 1954.</p>  </div>		

Third Quarter Sales: Up 5% over '54

BY PETER B. B. ANDREWS • Consulting Economist

The best third quarter of retail sales in U. S. history is anticipated by the Board of Analysts of Future Sales Ratings. Consensus is that there will be a gain of at least 5% over the corresponding period of 1954, despite the expectation of some deceleration in the hot pace of auto sales gains.

Clever, increased promotions, record-high buying power represented by top income rate and liquid assets of consumers, the exciting flow of new and improved consumer products, and confidence in the future, are the basis for the expected improvement in sales over the 1954 period.

The board's widespread feeling of optimism is translated in the ratings of the 110 leading industries of the

United States, shown on the opposite page. The majority of these industries are listed at four stars or better.

Summer consensus of reanalysis of these industries' sales potentials for the third quarter of 1955 and beyond by this 300-man group of economists, statisticians and marketing men brings advanced ratings for 10 industries and decreased ratings for none. For the next 12 months the consensus is: higher ratings for six and decreased ratings for none.

Bases for high ratings. Current momentum of business is strongly upward, as indicated by the chart on this page, with the uptrend spreading to many other lines besides autos and housing.

Businessmen are confident and pouring record amounts of money into new plants and equipment, likely to approximate \$28 billion annual rate for second half 1955 vs. \$26.5 billion first half 1954.

Net working capital of American corporations is at a new top of \$97 billion vs. \$94.4 billion in mid-year 1954 and \$74,250,000,000 in 1950. That indicates growing capacity to finance expansion, experimentation, new products and more advertising promotion.

Employment is more than 1 million higher than the 62,149,000 total employed as of July 1954.

Wages, too, have been rising steadily; average weekly earnings in all

FUTURE SALES RATINGS . . . For July 1, 1955

In the 110-industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

How to Read the Table:

Key to Relative Size Ratings

(By industry sales volume)
A—\$10 Billion and Over
B—\$7 Billion to \$10 Billion
C—\$4 Billion to \$7 Billion
D—\$2 Billion to \$4 Billion
E—\$1 Billion to \$2 Billion
F—One-Half Billion to \$1 Billion
G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)
★★★★★—Best Relative Outlook
★★★★—Very Good Relative Outlook
★★★—Good (Medium) Relative Outlook
★★—Fair Relative Outlook
★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	B	★★★★★	★★★★★	Luggage	G	★★★	★★★
Air Conditioning	★★★★★	★★★★★	★★★★★	Machine Tools	★★★★★	★★★	★★★
Air Transportation	★★★★★	★★★★★	★★★★★	Machinery (Agric.)	G	★★★	★★★
Aircraft Sales	★★★★★	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Auto Sales (New)	A	★★★★★	★★★★★	Materials Handling	E	★★★★★	★★★★★
Auto Sales (Used)	★★★★★	★★★★★	★★★★★	Meats	C	★★★★★	★★★★★
Auto Service & Parts	E	★★★★★	★★★★★	Medical and Dental Care	C	★★★★★	★★★★★
Auto Tires	E	★★★★★	★★★★★	Metal Containers	E	★★★★★	★★★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Banks (Revenue)	D	★★★	★★★	Motion Pictures	E	★★★★★	★★★
Beer	D	★★★★★	★★★★★	Musical Instruments	G	★★★	★★★★★
Building (Heavy)	B	★★★★★	★★★★★	Office Equipment	C	★★★	★★★
Building (Residential)	C	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	E	★★★★★	★★★★★	Oil (Cooking)	G	★★★★★	★★★★★
Canned Fruits & Veggies.	E	★★★★★	★★★★★	Oil Equipment	D	★★★	★★★
Cereals	G	★★★★★	★★★★★	Packaging & Containers	E	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Paint	E	★★★★★	★★★★★
Cigarettes	A	★★★★★	★★★★★	Paper & Products	C	★★★★★	★★★★★
Cigars	G	★★★	★★★	Personal Care	D	★★★★★	★★★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★★	Photographic Supplies	G	★★★★★	★★★★★
Coal (Anthracite)	F	★★	★★	Plastics	F	★★★★★	★★★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Plumbing & Heating	C	★★★★★	★★★★★
Coin Machine Sales	D	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Commercial Printing	E	★★★★★	★★★★★	Radios	F	★★★	★★★
Cosmetics	E	★★★★★	★★★★★	Railroad Equipment	D	★★★	★★★★★
Cotton Textiles	A	★★★★★	★★★★★	Railroads	B	★★★★★	★★★★★
Dairy Products	A	★★★★★	★★★★★	Refrigerators	E	★★★★★	★★★★★
Department Stores	A	★★★★★	★★★★★	Restaurants & Bars	A	★★★★★	★★★★★
Diesel Engines	A	★★★★★	★★★★★	Restaurant Equipment	E	★★★★★	★★★★★
Dinnerware	E	★★★	★★★	Rubber Products	D	★★★★★	★★★★★
Drugs & Medicines	E	★★★★★	★★★★★	Security Financing	F	★★★★★	★★★★★
Dry Cleaning	E	★★★★★	★★★★★	Shipbuilding	F	★★★★★	★★★★★
Education	F	★★★	★★★	Shoes	D	★★★★★	★★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Silk Textiles	G	★★	★★
Electrical Eq. (Consumer)	D	★★★★★	★★★★★	Silverware	G	★★★★★	★★★★★
Exports	A	★★★★★	★★★★★	Soap	E	★★★★★	★★★★★
Farming	A	★★★	★★★	Soft Drinks	F	★★★★★	★★★★★
Flour	A	★★★	★★★	Sports & Sporting Goods	C	★★★★★	★★★★★
Food Processing	A	★★★★★	★★★★★	Steel & Iron	A	★★★★★	★★★★★
Furs	G	★★★	★★★	Sugar	E	★★★★★	★★★★★
Gasoline & Oil	E	★★★★★	★★★★★	Surgical Equipment	E	★★★★★	★★★★★
Glass & Materials	A	★★★★★	★★★★★	Synthetic Textiles	E	★★★★★	★★★★★
Government Procurement	A	★★	★★	Television	E	★★★★★	★★★★★
Groceries	A	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★★★	★★★★★
Hardware	D	★★★★★	★★★★★	Toys & Games	F	★★★★★	★★★★★
Hotels	D	★★★★★	★★★★★	Trailers (Auto)	G	★★★	★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel Overseas	D	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Trucks	D	★★★★★	★★★★★
Instalment Financing	C	★★★★★	★★★★★	Utilities	C	★★★★★	★★★★★
Insurance	E	★★★★★	★★★★★	Utilities (Gas)	D	★★★★★	★★★★★
Jewelry & Watches	E	★★★★★	★★★★★	Utilities (Telegraph)	G	★★	★★
Laundries	F	★★★★★	★★★★★	Utilities (Telephone)	C	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★★★★	★★★★★	Vacuum Cleaners	G	★★★★★	★★★★★
				Washers (Household)	F	★★★★★	★★★★★
				Woolens & Worsteds	D	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

manufacturing are now about \$4 above the \$70.92 figure of July 1954, the previous record high up to that time.

Disposable personal income is at top levels and climbing steadily. In the first half of 1955, the annual rate of disposable income exceeded \$261 billion, a gain of \$8.4 billion or 3.3% over the previous record for this half in 1954 (\$252,600,000,000).

Per capita disposable income is rising, too: for the first half of 1955 at the new high of \$1,594 for every man, woman and child in the U. S. compared with \$1,561 in the first half of 1954.

In addition to the record-breaking current and prospective earnings of consumers, financial condition of the general public has never been stronger.

This nation's individuals now own about \$410 billion of such financial assets as cash, bank deposits, savings and loan shares and Government securities. That compares with \$398.3 billion at the end of 1954, \$379.9 billion at the end of 1953, \$360.4 billion at the end of 1952, \$340.1 billion at the end of 1951 and \$324.3 billion at the end of 1950.

Additionally impressive is the fact that individuals own about \$300 billion worth of corporate stocks and bonds. Combined with the \$410 billion of other assets mentioned in the preceding paragraph, the total is \$700 billion—not far from three-quarters of a trillion—quite a sales target!

How Much Cash?

Cash items of individuals have been mounting steadily; currency and bank deposits now approximate \$158 billion compared with \$154.5 billion at the end of 1954, \$147.7 billion at the end of 1953, \$142.9 billion at the end of 1952, \$136.1 billion at the end of 1951 and \$130.1 billion at the end of 1950.

Debits exist, too, of course; individuals' mortgage debt and consumer debt aggregate over \$95 billion compared with \$90 billion at the end of 1954, \$81 billion at the end of 1953, \$70.8 billion at the end of 1952, \$60.7 billion at the end of 1951 and \$53.6 billion at the end of 1950.

These totals, however, merely represent a reasonable rise in such debt and are not considered by the board to be out of proportion to the general advance of the economy.

Existing net equity of \$615 billion (financial assets less liabilities of total U. S. individuals) is over $3\frac{1}{2}$ times the total retail sales of everything (\$170,665,000,000) in the full year 1954.

The large totals of savings are considered by the board to be far in excess of reasonable reserves, and therefore much of the amount should be convertible into sales through strategic and persuasive advertising and promotion.

Regarding the important question of defense spending, it is noted that the Administration expressed determination to stay "strong and vigilant," implying no substantial letdown in recent heavy rate of expenditures for defense armament.

The Government also has blue-printed many public works projects which can materialize at any time. The country, too, is in the market for many more billion dollars worth of highways, schools, homes, hospitals, laboratories, factories—and everything else that new developments and resourceful salesmanship can persuade a prosperous people to buy.

Ratings could go lower because. Two backbone industries of the American economy—automobiles and housing—are considered to have been setting too fast a pace, with slowdowns now facing them.

Potential strike threats exist in such major industries as automobiles, steel, rubber, aircraft and textiles. Basically new demands, such as the guaranteed annual wage, may tend to chill the operations of some manufacturers.

There is much concern over the raw material situation. Metal supplies are tight, particularly copper, advancing in price. Zinc and lead production is declining, but the aluminum industry reports some gray market activity.

Another anxiety is the all-time-high-and-rising consumer debt. Some sentiment is that people are going into hock at too rapid a pace.

Farm income continues below that of recent prosperous years. Farm prices and farm income may sag slightly further in months ahead.

Federal spending is lower, and some fear much sharper cuts are in prospect, particularly in spending for defense armament.

Some businessmen are hesitant about expanding plants and equipment when industrial capacity is record-breaking already and still growing rapidly. Overcapacity still is feared.

Why Ratings Rose . . .

Cigarettes: Subsidence of the furor over cigarettes and their possible relationship to cancer has lasted long enough to bring resurgence of cigarette sales and improved prospects.

Near and long terms each raised one, making new ratings four stars.

Coal (Bituminous): Indications of high industrial demand, particularly for production of electricity, coke, steel and chemicals, as well as more efficient mining methods with modern machinery, bring one star advance in near term rating to five stars.

Drugs & Medicines: Rapid progress of new medicines and drugs, most recent of which is the Salk vaccine, and the rising base of demand with the fast growth of our population, cause near and long term ratings to advance one star each. New ratings: five stars each.

Jewelry & Watches: High public earnings and reserves, good promotion of the many new interesting products in this field, point to better sales; near term rating up from three stars to four.

Motion Pictures: Continued progress in wide screens, 3-D effects and improved pictures, as well as general prosperity, bring near term rating up one star to four stars.

Oil (Cooking): Fine products, improved packaging and promotion, expected to improve sales of this important food line. Near term rating up one star to new rating of four stars.

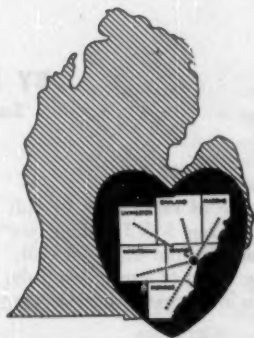
Paper & Products: Brilliant progress in extending use of paper in many forms, from basic cleaning to decorations and apparel, merit upping of near and long term ratings one star each. New ratings: four stars.

Railroads: High volume of general business makes for improved railroad loadings despite sharply increased competition from airlines, waterways and trucking. One star increase in near and long term ratings results in new ratings of four stars each.

Railroad Equipment: Better earnings of most railroads, hard recent wear, indicate larger equipment orders. Moreover, the Government, concerned about deterioration of 49,000 freight cars in past 15 months, is considering a program of financial aid to help some railroads replenish their fleets. Ratings up one star each to three stars.

Shoes: Unusually heavy production in first half of 1955, up 15% over 1954 period, was not accompanied by full rise in sales at 5% increase. Second half, with greater promotion of a wider variety of interesting styles at stable prices, expected to see broadening of sales uptrend. Near and long terms up one star each to five stars.

TWO BILLION DOLLARS (at retail)
will be spent this year by
Detroit Times reading families
in the
Detroit Retail Trading Area—
—the HEART of the
Michigan Market—
—what they buy
and where they buy depends
on how they are directed
and advised
to buy—through
advertising in
The
Detroit Times—

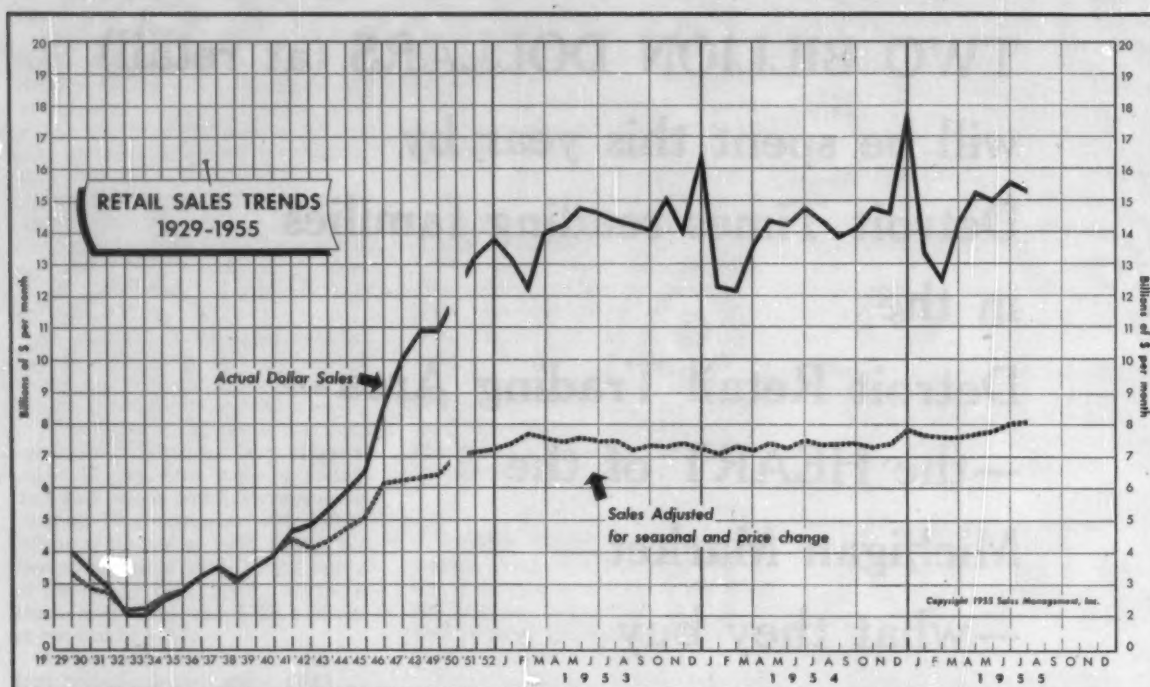


**IN THE HEART OF
THE MICHIGAN MARKET**
(Detroit Retail Trading Area)

**8 out of 10 Detroit Times Are
HOME DELIVERED—An Im-
portant Group Of Dependable
Family Prospects To Develop
Into Steady Purchasers Of
Whatever You Have To Sell—**

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

HIGH SPOT CITIES



Boom Continues, Even Without Autos

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

The volume of retail sales in July will probably top \$15.3 billion, setting another all-time high for July, and running about 6% over last July. But what is noteworthy here is that

auto sales, which have sparked the retail boom for the past eight or nine months, having passed their seasonal peak, no longer contribute much to the current boom. While there are

few if any categories of selling which have enjoyed the gains of 20% over last year that have characterized the automotive market in recent months, we can now see solid gains of 6% to

Retail Sales Box Score

	5-month totals			May		
	1955	1954	% Change	1955	1954	% Change
	\$ Millions			\$ Millions		
Food	17,338	16,678	+ 4.0	3,471	3,447	+ 0.7
Eating & Drinking Places	5,221	5,091	+ 2.6	1,150	1,101	+ 4.5
General Merchandise	7,097	6,684	+ 6.2	1,568	1,478	+ 6.1
Apparel	3,921	3,767	+ 4.1	844	821	+ 2.8
Furniture & Appliances	3,706	3,448	+ 7.5	808	740	+ 9.2
Lumber, Building, Hardware	5,108	4,891	+ 4.4	1,242	1,140	+ 8.9
Automotive	15,502	12,822	+20.9	3,414	2,832	+20.6
Gasoline Service Stations	4,787	4,384	+ 9.2	1,033	955	+ 8.2
Drug & Proprietary	2,054	2,006	+ 2.4	415	406	+ 2.2
* Total Sales	71,690	66,516	+ 7.8	15,323	14,247	+ 7.6

* Includes data for kinds of business not shown in above nine categories.

8% over last year in several other important components—particularly in general merchandise, furniture and appliances, lumber, building materials and hardware, and of course in gasoline sales.

Factors serving to keep non-automotive sales at high levels include the fact that disposable income is now running about 4% higher than last year and this should by itself generate a comparable gain in the sale of goods and services. Secondly, the residential construction boom, as measured by the seasonally adjusted annual rate of new housing starts, has been averaging well over 1.2 million for a full year now. This means that a comparable record number of completions are now being sold, moved into and furnished, with corresponding effects on the sale of furniture, appliances, etc.

Automotive sales, particularly in the used car field, are not expected to experience more than the usual seasonal drop. New car inventories by the end of June will have run about 700,000, cut in part by the sporadic strike disturbances in the early part of the month. This figure, while high in relation to last year's comparable total, is not high in relation to the rate set by new car sales so far this year. For instance, new car sales in the first six months of 1955 will probably total over 3,900,000 cars, about 40% more than the corresponding figure a year ago.

Automotive sales in July will probably see large reductions in the inventories of used cars as well as new cars. And with gasoline sales continuing to break new records, it is easy to see that the automobile is still playing a dominating role in the overall retailing picture.

One feature of retailing this summer is the character of what will be the greatest recreation and resort period in history. A recent survey of travel agents and resort operators shows an unusual emphasis on "family" vacations, with a great demand for places featuring baby-sitters and children's playgrounds. The increasing development of toll thruways, motels, lengthening of the average vacation period and of course the heights reached by the automobile (so that there are now actually more passenger cars in use than the number of families) will help an estimated 65 million persons to check into North American vacation spots and spend \$10 billion on their holidays. These estimates, supplied by the American Express Co. seem, if anything, conservative, but there is no question that all previous records will be broken.

Among states expected to report better-than-average performance for this July as compared with last July are:

Alabama	Florida
Arizona	Kansas
Arkansas	Louisiana
Colorado	Rhode Island

The leading cities, those with a City National-Index well above average, are:

Santa Ana, Cal.	128.8
Ventura, Cal.	125.4
Fort Lauderdale, Fla.	124.7
Lubbock, Tex.	119.1
Colorado Springs, Colo.	118.5
Orlando, Fla.	116.3
Greensboro, N. C.	113.0
Hempstead Township, N.Y.	112.5
Tucson, Ariz.	112.3
St. Petersburg, Fla.	111.4
Miami, Fla.	110.2
Eugene, Ore.	110.0
Macon, Ga.	109.8
Lake Charles, La.	109.8
Amarillo, Tex.	109.4
Flint, Mich.	109.1
Greenville, S. C.	108.3
Tyler, Tex.	108.3
Montgomery, Ala.	108.1
Camden, N. J.	108.1
Pueblo, Colo.	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for July, 1955)

City			
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	
1939	1954	1954	1955

UNITED STATES

456.3 106.0 100.0 15253.00

Alabama

★ Birmingham ...	511.2	106.6	100.6	40.23
★ Gadsden	607.8	109.9	103.7	5.96
★ Mobile	681.0	109.5	103.3	16.48
★ Montgomery ...	542.8	114.6	108.1	13.19

Arizona

★ Phoenix	819.3	106.4	100.4	30.89
★ Tucson	901.5	119.0	112.3	16.77

Arkansas

★ Fort Smith	567.7	107.3	101.2	7.04
★ Little Rock ...	533.4	108.4	102.3	20.27

You Always Get More In Middletown

How many markets—large or small—have a twenty-one year record of consistent income gains?

MIDDLETOWN, CONN. HAS.

This means you get . . .

1. More purchasing power each year.
2. More sales at less cost.
and, you can have color, too, if you want it.

Middletown families spend \$6049 for retail purchases compared to \$4092 for the state and \$3571 for the nation.

That's proof again that

**"You Always Get More
In Middletown"**

No combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

THE NATIONAL AVERAGE FOR THE
THE JULIUS MATTHEWS SPECIAL AGENCY



EXPECTING . . .

big things from your sales promotion efforts? You'll be rewarded handsomely if you direct them at

**STAMFORD'S
\$117,702,000
RETAIL SALES**

This fabulous market's retail sales are 40% above the national average. The Advocate reaches 99% of the city's homes . . . use it to get your share of this business.

**Stamford Advocate
STAMFORD, CONN.**

Represented by
The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST

(S.M. Forecast for July, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1939	1954	1954	1955

California

Bakersfield	438.6	100.1	94.4	12.06
★ Berkeley	422.0	106.2	100.2	11.40
Fresno	509.2	105.3	99.3	21.33
★ Long Beach	659.5	110.0	103.8	44.52
★ Los Angeles	487.6	107.6	101.5	300.29
★ Oakland	441.8	107.1	101.0	62.87
★ Pasadena	596.5	109.6	103.4	25.89
★ Riverside	653.3	106.3	100.3	8.95
★ Sacramento	474.0	107.1	101.0	29.48
★ San Bernardino	701.0	110.9	104.6	14.86
★ San Diego	696.2	109.2	103.0	52.35
San Francisco	366.4	105.3	99.3	110.57
★ San Jose	589.8	114.0	107.5	21.41
★ Santa Ana	972.3	136.5	128.8	14.97
Santa Barbara	446.6	105.6	99.6	8.17
Stockton	486.0	103.2	97.4	14.19
★ Ventura	744.9	132.9	125.4	6.41

Colorado

★ Colorado Springs	551.9	125.6	118.5	9.11
★ Denver	461.8	109.5	103.3	64.65
★ Pueblo	482.3	114.5	108.0	8.63

Connecticut

Bridgeport	400.7	103.7	97.8	23.20
Hartford	367.8	105.3	99.3	31.41
Meriden				
Wallingford	369.2	97.4	91.9	6.35
Middletown	414.5	97.9	92.4	3.90
New Haven	331.2	103.6	97.7	22.75
New London	340.5	103.1	97.3	5.18
Stamford	474.2	102.2	96.4	10.15
Waterbury	367.3	104.8	98.9	12.60

Delaware

★ Wilmington	439.8	106.3	100.3	22.47
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District of Columbia

★ Washington	391.2	106.4	100.4	123.98
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Florida

★ Fort Lauderdale	897.7	132.2	124.7	12.84
★ Jacksonville	564.3	110.1	103.9	32.84
★ Miami	755.5	116.8	110.2	61.34
★ Orlando	669.5	123.3	116.3	13.86
Pensacola	552.2	102.0	96.2	7.34
★ St. Petersburg	715.1	118.1	111.4	18.31
★ Tampa	722.8	110.9	104.6	26.24

Georgia

★ Albany	657.7	114.2	107.7	5.20
Atlanta	483.9	105.8	99.8	65.57
★ Augusta	586.6	107.4	101.3	10.74
★ Columbus	611.6	113.3	106.9	11.38
★ Macon	513.2	116.4	109.8	10.16
Savannah	490.9	104.5	98.6	13.30

How Important Is

NORWALK, CONN.?

city zone 60,425 (ABC, 1954)

NORWALK listed by Sales Management as a metropolitan area, is the big shopping center for 102,000 people.

Population	102,017
Total Buying Income	\$245,796,000
Per Capita Income	2,309
Per Family Income	7,869
Total Retail Sales	120,800,000
Sales Per Family	4,040
Food Sales	33,561,000
Gen. Mdse. Sales	4,591,000
Furn. Hshld. Sales	4,520,000
Automotive Sales	20,888,000
Drug Sales	3,200,000
Quality Index	130

THE NORWALK HOUR, with dominating circulation in this well above-average market, brings more sales and bigger profits for you. Daily circulation is 15,837—96% of the city zone homes and 57% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

STILL Connecticut's 5th Market

Again, advertising space buyers made THE DAY fifth in beer, wine, all-alcoholic, grocery, truck & tractor, and total lineage for Connecticut*—and for good reasons:

New London retail sales exceed \$68½ million yearly. More than half of its \$51 million effective buying income has its source in dependable local Federal payrolls. And . . . THE DAY covers 93% of this 61,500 ABC City Zone, which no outside paper can even approach.

*Media Records 12 Conn. Market Study '54

The Day

NEW LONDON, CONNECTICUT

National Representatives:

GILMAN, NICOLL & RUTHMAN

SALES MANAGEMENT

BIDDEFORD-SACO

York County's

Most Dependable Market

Year after year the families in the Biddeford-Saco market have more money to spend.

With a family income of \$5114—\$383 above the state, you're off to a head start on your sales program.

The Biddeford Journal, read in 95% of the homes, gives you more sales—greater profits for every advertising dollar invested. It's your best family buy in Maine.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

SALISBURY

North Carolina

- Center of Industrial Carolina.
- Major Consumer Market, served by one, and ONLY ONE NEWSPAPER . . . The Salisbury POST . . . at ONE LOW COST.
- Generous merchandising support.



Salisbury, North Carolina

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for July, 1955)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1955	1955	1955	July
	vs.	vs.	vs.	1955
1939	1954	1954	1955	
Hawaii				
Honolulu	450.5	103.8	97.9	28.38
Idaho				
★ Boise	439.1	110.9	104.6	7.64
Illinois				
Bloomington	392.9	98.7	93.1	6.13
Champaign				
Urbana	436.3	103.4	97.5	8.55
Chicago	378.0	104.1	98.2	450.42
Danville	414.1	103.0	97.2	6.13
Decatur	427.6	104.0	98.1	10.77
East St. Louis	445.8	97.3	91.8	9.27
Moline-Rock				
Island-E. Moline	423.7	103.9	98.0	12.50
Peoria	353.1	102.8	97.0	16.98
Rockford	484.3	102.7	96.9	16.71
Springfield	407.7	101.3	95.6	13.17
Indiana				
Evansville	454.7	103.7	97.8	16.19
★ Fort Wayne	509.9	113.3	106.9	22.54
★ Gary	520.7	109.2	103.0	17.76
Indianapolis	457.6	103.9	98.0	67.91
★ Lafayette	453.0	109.5	103.3	6.61
★ Muncie	426.9	107.3	101.2	7.90
South Bend	505.4	102.1	96.3	19.10
Terre Haute	369.7	170.7	95.0	9.80
Iowa				
Cedar Rapids	478.0	104.8	98.9	12.43
★ Davenport	429.2	108.8	102.6	11.59
★ Des Moines	435.6	106.0	100.0	28.19
Dubuque	418.6	100.4	94.7	6.45
Sioux City	346.5	96.1	90.7	10.71
Waterloo	416.5	104.7	98.8	9.29
Kansas				
★ Hutchinson	467.8	108.8	102.6	5.94
★ Kansas City	515.3	107.5	101.4	14.22
★ Topeka	505.4	110.0	103.8	12.58
★ Wichita	768.4	113.7	107.3	32.12
Kentucky				
Lexington	442.3	105.3	99.3	11.50
Louisville	474.2	105.4	99.4	48.84
Paducah	508.7	93.3	88.0	5.85
Louisiana				
★ Baton Rouge	619.1	106.0	100.0	13.56
★ Lake Charles	725.9	116.4	109.8	6.46
★ Monroe-West				
Monroe	516.2	106.3	100.3	7.90
★ New Orleans	481.3	107.1	101.0	59.49
★ Shreveport	499.5	108.4	102.3	18.48
Maine				
Bangor	359.5	102.9	92.1	5.75

100% COVERAGE

... metropolitan
DECATUR, ILLINOIS

Population: 108,800
Retail Sales: \$140,338,000

62.1% Coverage

Decatur Official Road McNally
10-County Trading Area
Pop. 284,600—Retail Sales \$308,747,000

49.4% Coverage

Total Herald and Review
15-County Market
Pop. 408,300
Retail Sales: \$434,980,000
Source: SM (1955), ABC (9-30-54)

Write for "The Decatur Story"
See the spectacular expansion of
The Boom City of Illinois

Decatur Herald and Review

A Lindsay-Schaub Newspaper
Member Illinois Color Comic Group
Jann & Kelley, Inc. Nat'l. Reps.



**LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE
DID YOU KNOW?**

In 1953 — 187 advertisers in This Week also placed a total of 422,963* lines in the Louisville Courier-Journal. In the ten-year period from 1944 to 1954, the Louisville Courier-Journal Sunday Magazine grew in advertising lineage from 422,868 lines annually to 1,422,067. The bulk of this lineage is in the Magazine; however, some appears in the service and R.O.P.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

*** THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 306,673
Member of The Locally-Edited Group
Represented Nationally by The Bhanhan Company.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for July, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1954	1954	1954	1955

Maine (cont.)

★ Lewiston-Auburn	357.5	107.3	101.2	7.54
★ Portland	349.7	106.8	100.8	12.62

Maryland

★ Baltimore	397.7	108.2	102.1	118.91
Cumberland	287.1	105.3	99.3	4.82
★ Hagerstown	413.5	113.3	106.9	5.67

Massachusetts

Boston	306.7	105.9	99.9	118.33
Brockton	321.3	104.7	98.8	7.97
Fall River	343.2	102.5	96.7	10.95
Holyoke	381.2	101.8	96.0	6.56
★ Lawrence	357.3	109.4	103.2	10.08
★ Lowell	412.8	108.1	102.0	10.03
★ Lynn	315.2	106.4	100.4	10.84
★ New Bedford	363.6	106.7	100.7	11.67

Massachusetts (cont.)

Pittsfield	339.5	100.7	95.0	6.49
★ Salem	390.5	106.0	100.0	6.05
Springfield	344.7	104.4	98.5	22.72
Worcester	332.4	101.0	95.3	24.40

Michigan

★ Battle Creek	473.1	106.0	100.0	9.08
Bay City	411.0	100.4	94.7	7.03
★ Detroit	479.8	106.3	100.3	251.22
★ Flint	562.9	115.6	109.1	31.80
★ Grand Rapids	461.4	108.0	101.9	29.34
★ Jackson	461.9	113.8	107.4	10.16
★ Kalamazoo	436.5	109.7	103.5	12.35
Lansing	453.6	98.8	93.2	16.65
Muskegon	448.8	102.0	96.2	8.30
★ Pontiac	599.3	109.5	103.3	14.68
★ Port Huron	442.6	106.7	100.7	6.28
★ Royal Oak				
Ferndale	793.3	111.1	104.8	13.57
★ Saginaw	478.0	107.4	101.3	13.48

Minnesota

Duluth	328.1	100.6	94.9	12.40
★ Minneapolis	367.5	106.0	100.0	77.88
St. Paul	335.5	104.0	98.1	44.25

Mississippi

★ Jackson	560.0	106.3	100.3	11.48
★ Meridian	442.2	107.5	101.4	4.29

Missouri

Joplin	376.7	103.6	97.7	5.39
★ Kansas City	472.6	106.2	100.2	83.64
St. Joseph	338.5	100.1	94.4	7.72
St. Louis	365.2	102.1	96.3	101.66
★ Springfield	476.2	110.3	104.1	9.76

Montana

★ Billings	478.1	108.4	102.3	6.98
Butte	241.1	100.2	94.5	4.75
Great Falls	404.0	105.8	99.8	6.46

Nebraska

★ Lincoln	446.7	110.5	104.2	13.76
Omaha	385.8	99.1	93.5	32.02

Nevada

★ Reno	474.2	107.5	101.4	8.54
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New Hampshire

Manchester	344.3	103.1	97.3	9.12
Nashua	334.3	101.9	96.1	3.81

New Jersey

Atlantic City	366.6	102.3	96.5	12.87
★ Camden	469.0	114.6	108.1	18.20
★ Elizabeth	413.1	112.4	106.0	14.62



Taunton, Mass.

TOPS IN FAMILY INCOME
among the three big cities
in Bristol County.

Total Income \$55,640,000

Retail Sales 43,491,000

and where sales of all major
products such as food, drugs,
household and automotive
exceed the national average
by big margins.

The Gazette, reaching more
than 90% of all families, is
part of the everyday buying
decisions of these above-
average income families.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for July, 1955)

		City		Nat'l.	\$
Index	City	Index	City		
1955	1955	1955	1955	(Million)	
vs.	vs.	vs.	vs.	July	
1939	1954	1954	1955		

New Jersey (cont.)

★ Jersey City-

Hoboken	341.0	107.6	101.5	31.10
Newark	316.5	98.4	92.8	62.10
★ Passaic-Clifton	438.8	106.5	100.5	16.10
★ Paterson	427.1	113.8	107.4	23.15
★ Trenton	408.8	110.0	103.8	21.01

New Mexico

★ Albuquerque	883.0	107.8	101.7	16.16
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New York

Albany	355.5	101.0	95.3	21.19
Binghamton	363.1	102.6	96.8	12.13
Buffalo	379.3	102.1	96.3	74.68
Elmira	374.7	97.7	92.2	7.94
★ Hempstead				
Township	705.3	119.3	112.5	65.66
Jamestown	406.9	105.4	99.4	6.71
New York	338.1	99.7	94.1	849.34
Niagara Falls	400.5	101.5	95.8	11.18
★ Poughkeepsie	389.1	109.9	103.7	8.64
Rochester	341.5	103.1	97.3	45.65

GREATER SALES AT LESS COST IN LITTLE FALLS

9,000 families—regular readers of the Times spent \$9,105,000 for food in 1954. That's \$1,012 per family or \$144 above average. It's positive proof that —

Your advertising goes to work in the homes where the selling takes place when you advertise in the

Little Falls Times

Little Falls, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

PORTLAND, MAINE

The nation's No. 1 Test Market
in its population group

... is the shopping hub of a nine-county sales

area with **\$580,197,000** retail sales — **64%**

of the state's total and where the greatest per-

centage of the Portland

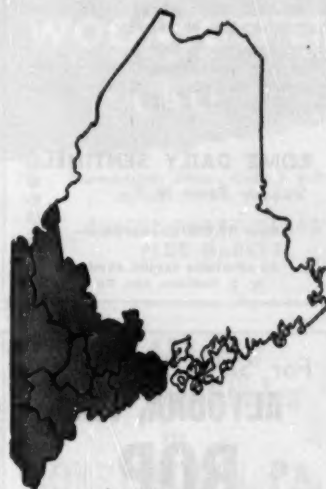
Press Herald

Evening Express

and Sunday Telegram

circulation is concen-

trated.



Sales Management's June 15, 1955 Test Market
Survey rates Portland as one of the nation's best:

- 1st in the nation for cities in 75,000 to 150,000 population group
- 2nd in New England for cities of all sizes
- 6th in U.S.A. for cities of all sizes
- 1st for all cities in Maine

The PORTLAND newspapers give you 94% coverage of the city and retail trade zone and 52% of the entire nine counties.

78,668 circulation daily . . . 93,222 Sundays

PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.



Rome, N. Y., Families Have 11% More to Spend

With a family income of \$5,776, compared to Utica's \$5,184, Rome offers you an 11% better selling opportunity.

Family retail sales averaged \$4,189 — \$319 above the county — \$248 above the state and \$618 above the national average.

When you plan to advertise in Oneida County just be sure you select the market where the families have the most to spend.

The only newspaper that provides complete coverage of this great family market is the . . .

ROME DAILY SENTINEL

Rome, N. Y.

Over 17,000 circulation —

All advertising handled direct—
W. S. DeHimer, Adv. Dir.

For Sales Impact in
ALTOONA, PA.

ROP COLOR

1 and 2 Colors, plus Black
Available Daily!

Add the extra selling punch of
ROP COLOR to the LARGEST
CIRCULATION in Blair County
for full sales impact in this rich
market.

98% COVERAGE City 75% COVERAGE
County and Trading Area

**ALTOONA, PA.'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

Altoona Mirror.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for July, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1939	1954	1954	1955

New York (cont.)

Rome	474.5	105.2	99.2	4.46
Schenectady	382.6	98.6	93.0	13.47
Syracuse	365.9	99.5	93.9	30.52
Troy	418.6	102.9	97.1	9.84
Utica	366.6	103.1	97.3	13.05

North Carolina

★ Asheville	431.7	107.4	101.3	8.76
★ Charlotte	545.5	109.8	103.6	20.40
Durham	427.4	95.4	90.0	8.38
★ Greensboro	813.7	120.0	113.0	17.82
★ High Point	478.3	112.1	105.8	5.02
Raleigh	499.5	105.8	99.8	10.04
Salisbury	374.8	105.7	99.7	3.30
★ Wilmington	503.6	109.2	103.0	5.84
★ Winston-Salem	478.7	110.1	103.9	11.01

North Dakota

★ Fargo	416.4	106.1	100.1	6.66
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Ohio

Akron	423.6	105.3	99.2	36.14
Canton	401.2	105.7	99.7	16.53
Cincinnati	375.4	100.3	94.6	67.95
Cleveland	385.9	101.0	95.3	127.62
Columbus	408.1	101.4	95.7	51.10
Dayton	473.3	104.7	98.8	39.66
★ Elyria	575.1	112.3	105.9	5.69
Hamilton	544.9	101.5	95.8	8.72
Lima	429.7	99.9	94.2	7.56
★ Lorain	592.6	114.2	107.7	7.82
★ Mansfield	454.1	107.8	101.7	7.68
★ Middletown	531.3	107.0	100.9	6.11
Portsmouth	425.6	92.7	92.2	6.34
Springfield	392.9	100.2	94.5	9.47
★ Steubenville	323.5	110.8	104.5	6.02
★ Toledo	433.0	108.4	102.3	44.81
★ Warren	515.7	110.5	104.2	8.82
Youngstown	375.3	105.7	99.7	23.57
Zanesville	326.6	100.8	95.1	5.03

Oklahoma

★ Bartlesville	482.2	107.7	101.6	3.13
Muskogee	335.2	99.0	93.4	3.39
★ Oklahoma City	499.1	110.1	103.9	36.04
★ Tulsa	586.6	106.1	100.1	31.27

Oregon

★ Eugene	708.6	116.6	110.0	10.06
★ Portland	462.4	110.9	104.6	66.77
Salem	494.4	100.0	94.3	7.91

RETAIL SALES FORECAST (S.M. Forecast for July, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1939	1954	1954	1955

Pennsylvania

★ Allentown	398.9	106.0	101.9	15.24
Altoona	304.8	99.1	93.5	7.68
Hethlehem	415.4	103.1	97.3	7.10
Chester	466.5	105.2	99.2	9.66
Erie	480.4	103.9	98.0	18.26
Harrisburg	379.8	98.7	93.1	15.04
Hazleton	317.2	101.4	95.7	4.22
Johnstown	318.3	99.5	93.9	8.97
Lancaster	340.2	103.0	97.2	9.56
Norristown	410.5	104.4	98.5	5.46
Oil City	314.7	99.3	93.7	2.42
Philadelphia	373.1	100.0	94.3	225.04
★ Pittsburgh	387.7	109.5	103.3	102.85
★ Reading	386.6	110.5	104.2	16.66
Scranton	294.2	102.3	96.5	13.03
Wilkes-Barre	332.1	103.1	97.3	10.83
Williamsport	352.5	99.5	88.2	5.82
York	340.5	92.5	87.3	8.00

Rhode Island

★ Newport	394.7	110.8	104.5	4.14
★ Providence	323.7	107.1	101.0	33.57
★ Woonsocket	359.7	108.9	102.7	5.47

South Carolina

★ Charleston	457.0	108.9	102.7	10.47
Columbia	499.3	98.5	92.9	13.03
★ Greenville	566.2	114.8	108.3	11.61
Spartanburg	483.2	94.7	89.3	7.06

South Dakota

Aberdeen	499.4	102.9	97.1	3.75
Sioux Falls	410.5	96.8	91.3	7.51

Tennessee

Chattanooga	485.4	104.8	98.9	21.36
★ Knoxville	482.3	107.2	101.1	20.01
Memphis	477.0	102.4	96.6	50.85
Nashville	470.2	105.9	99.9	29.72

Texas

★ Abilene	736.4	111.4	105.1	8.32
★ Amarillo	702.7	116.0	109.4	14.62
★ Austin	564.3	112.5	106.1	17.78
Beaumont	527.9	97.7	92.2	12.56
★ Corpus Christi	756.6	110.6	104.3	18.99
★ Dallas	597.3	110.2	104.0	81.23
★ El Paso	651.1	110.8	104.5	20.05
★ Fort Worth	716.0	110.6	104.3	52.41
Galveston	479.6	103.0	97.2	9.35
Houston	592.7	105.9	99.9	90.44
Laredo	578.5	101.3	95.6	4.40
★ Lubbock	1095.8	126.2	119.1	16.70
★ Port Arthur	504.8	111.8	105.5	8.13
★ San Angelo	541.7	109.6	103.4	6.55

SALES MANAGEMENT

RETAIL SALES FORECAST (S.M. Forecast for July, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1954	1954	1954	1955

Texas (cont.)

★ San Antonio	629.0	113.2	106.8	50.95
Texarkana	533.2	98.8	93.2	6.45
★ Tyler	523.2	114.8	108.3	6.85
★ Waco	662.7	107.4	101.3	12.86
★ Wichita Falls	530.9	109.5	103.3	9.82

Utah

Ogden	528.7	101.5	95.8	8.09
★ Salt Lake City	458.5	113.3	106.9	27.33

Vermont

Burlington	375.5	98.3	92.7	4.99
Rutland	289.7	92.5	87.3	2.64

Virginia

Danville	537.9	103.1	97.3	6.67
Lynchburg	399.5	105.7	99.7	6.71
★ Newport News	644.0	112.1	105.8	9.60
★ Norfolk	569.5	107.3	101.2	28.48
★ Portsmouth	638.7	109.4	103.2	8.30
Richmond	416.3	105.3	99.3	35.47
Roanoke	467.5	105.5	99.5	13.32

Washington

Bellingham	416.1	90.1	85.0	5.12
★ Everett	515.2	110.3	104.1	7.37
★ Seattle	420.4	107.9	101.8	68.94
★ Spokane	458.8	109.2	103.0	23.67
★ Tacoma	453.5	109.1	102.9	19.64
★ Yakima	476.5	108.1	102.0	8.53

West Virginia

Charleston	386.7	93.3	88.0	13.34
Huntington	415.5	101.9	96.1	10.18
Wheeling	320.6	100.2	94.5	8.05

Wisconsin

Appleton	432.1	104.9	99.0	5.44
Green Bay	370.6	102.1	96.3	7.71
Kenosha	478.8	103.9	98.0	7.32
★ La Crosse	436.9	106.7	100.7	6.90
★ Madison	390.6	108.7	102.5	13.63
Milwaukee	380.7	102.6	96.8	86.30
Oshkosh	407.3	102.0	96.2	5.87
Racine	422.8	105.0	99.1	9.68
Sheboygan	365.6	95.4	90.0	5.23
Superior	299.0	99.1	93.5	3.47

Wyoming

Casper	537.5	94.8	89.4	4.89
★ Cheyenne	486.7	107.4	101.3	5.31

RETAIL SALES FORECAST (S.M. Forecast for July, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	July
1954	1954	1954	1955

CANADA

	366.5	101.0	100.0	1068.40
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Alberta

Calgary	338.2	91.6	90.7	14.85
★ Edmonton	493.8	102.3	101.3	20.00

British Columbia

★ Vancouver	399.5	103.6	102.6	49.10
Victoria	288.7	99.1	98.1	8.98

Manitoba

★ Winnipeg	268.3	102.7	101.7	31.02
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New Brunswick

Saint John	247.0	93.2	92.3	5.16
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Nova Scotia

Halifax	238.1	100.1	99.1	10.31
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Ontario

Hamilton	281.0	97.6	96.6	20.71
London	356.9	91.8	90.9	12.06
★ Ottawa	318.2	106.8	105.7	21.96
★ Toronto	313.4	101.4	100.4	106.07
Windsor	242.9	90.9	90.0	11.03

Quebec

Montreal	316.4	99.8	98.8	105.69
Quebec	313.4	99.7	98.7	16.77

Saskatchewan

Regina	314.8	92.8	91.9	10.11
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NEWPORT RHODE ISLAND

A TOP NOTCH SALES MARKET

\$7,054 income per family highest of all cities and counties in the state.

\$60,487,000 retail sales proves the spending power of this great market.

You can sell this high income market through Newport County's only daily.

The Newport Daily News

Largest circulation in southern Rhode Island

Rep. by Julius Mathews Special Agency, Inc.

Who Leads In Drugs?

WOONSOCKET leads all Rhode Island cities of 50,000 population or higher with a whacking \$153 average drug purchases per family (S.M. '55 Survey). That's 29% higher than the state family average — 48% higher than the national family average. CALL coverage gives you all Woonsocket plus the heavy-buying nearby industrial areas. Sell this 100,000-plus market now, through its one-and-only daily, the—

WOONSOCKET CALL

Representative: Gilman, Nicol & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS MARKET

\$15,411,000
Retail Food Sales
in
NORRISTOWN, PA.
and Naturally
Big Food Advertising
in Norristown, Pa.

4 GREAT CHAINS BOUGHT	558,000 lines DURING 1954
15 LOCAL INDEPENDENT GROCERS BOUGHT	520,520 lines DURING 1954
GENERAL ADVERTISING LINAGE	123,523 lines DURING 1954

Total Food Linage in
1954—1,202,043 Lines

Times Herald
NORRISTOWN, Pa.

Represented by
The Julius Mathews Special Agency

Corrections to the Survey of Buying Power

- p. 71 **Fabricated Metal Products, Leading Counties:** Sheboygan, Wis., with employment of 2.6 thousand, 8 plants (in 1947), and \$21 million value added, should rank No. 83 in employment. All lower ranking counties are moved down one rank, and data for New London, Conn., should be deleted. Total above counties should now read "Employment," 842.3 thousand; "No. of Plants," 12,906, "Value Added," \$6.252 million. % of U.S.A. Total should read "Employment," 82.3; "Plants," 77.1; "Value Added," 84.4.
- p. 74 **Manufacture of Machinery (Except Electrical), Leading Counties:** Rock Island, Ill., with employment of 20.5 thousand, 42 plants (in 1947), and \$163 million value added, should rank No. 13 in employment. All lower ranking counties are moved down one rank, and data for Oneida, N. Y., should be deleted. Total above counties should now read "Employment," 1,237.7 thousand; "No. of Plants," 12,572; "Value Added," \$10.065 million. % of U.S.A. Total should read "Employment," 80.0; "Plants," 70.2; "Value Added," 83.5.
- p. 104-121 **Construction Indicators, All Counties:** Average Annual Change Occupied Dwelling Units should be for the period 1950-1955 instead of 1954-1955.
- p. 121 **Construction Indicators, All Counties:** Total, U.S.A. for Lumber, Building Materials — Hardware Sales, 1954 (000) should be \$13,065,747; Total, U.S.A. Average Annual Change Occupied Dwelling Units 1950-1955 (00) should be 10,025.8.
- p. 238 **Arkansas:** "Population" for Saline County should read 26.6 thousand.
- p. 272 **Colorado:** "Effective Buying Income" for Grand County should read \$5,359 thousand.
- p. 296 **Florida:** "Buying Power Index" for Clay County should read .0077.
- p. 315 **Georgia:** "Retail Sales" for Dodge County should read \$7,134 thousand.
- p. 320 **Georgia:** "Families" for Richmond County should be 42.2 thousand.
- p. 320 **Georgia:** "Food Store Sales" for Rockdale County should be \$1,106 thousand.
- p. 332 **Illinois:** "Drug Store Sales" for Cook County should be \$190,650 thousand.
- p. 334 **Illinois:** "% of U.S.A. Retail Sales" for Chicago should read 3.0170.
- p. 345 **Illinois:** "% of U.S.A. Retail Sales" for Total Above Cities should be 5.1256.
- p. 345 **Illinois:** "% of U.S.A. Retail Sales" for the State should be 6.4694.
- p. 348 **Illinois:**—S.M. Income Break-down of Consumer Spending Units: "Net Income Groups, 1954, \$4,000—6,999, % Income" for Madison County should be 42.4.
- p. 356 **Indiana:** "Effective Buying Income" for Posey County should be \$23,617 thousand.
- p. 368 **Iowa:** "Retail Sales" for Marion County should read \$19,839 thousand.
- p. 382 **Kansas:** "Retail Sales" for Topeka should read \$135,691 thousand.
- p. 385 **Kentucky:** "Buying Power Index" for Breckinridge County should be .0049.
- p. 438 **Michigan:** "Buying Power Index" for Cass County should be .0161.
- p. 439 **Michigan:** "Population" for Lansing should read 100.5 thousand.
- p. 478 **Missouri:** "Effective Buying Income" for Wayne County should be \$7,462 thousand.
- p. 492 **Nebraska:** "Population" for Nemaha County should be 10.3 thousand.
- p. 502 **New Jersey:** "Population" for Westwood should be 7.6 thousand.
- p. 511 **New Jersey:** "Population" for the State should be 5,332.7 thousand.
- p. 538 **New York:** "Families" for Kings Park should be 0.8 thousand. "Per Family Income," \$9,230.
- p. 540 **New York:** "Families" for Total Above Cities should read 3,807.6 thousand. "Per Family Income," \$6,234.
- p. 548 **Advertisement by Burlington Times News:** Effective Buying Income, 1953—Per Family should read \$5,509.
- p. 582 **Ohio:** "Families" for Noble County should be 2.5 thousand.
- p. 592 **Oklahoma:** "Food Store Sales" for Lincoln County should read \$4,552 thousand.
- p. 604 **Oregon:** "Effective Buying Income" for Marion County should read \$148,456 thousand.
- p. 616 **Pennsylvania:** "Buying Power Index" for Columbia County should be .0291.
- p. 628 **Pennsylvania:** "Population" for Philadelphia should read 2,139.6 thousand.
- p. 628 **Pennsylvania:** Data for Westmoreland County should read as follows: "% of U.S.A. Income," .1830; "Per Capita Income," \$1,438; "Per Family Income," \$5,114.
- p. 656 **Tennessee:** "Food Store Sales" for Knox County should read \$52,547 thousand.
- p. 666 **Texas:** "Population" for Bowie County should read 67.2 thousand.
- p. 684 **Texas:** "Retail Sales" for Henderson County should read \$15,962 thousand.
- p. 690 **Texas:** "Families" for Somervell County should read .8 thousand.
- p. 714 **Vermont:** "Buying Power Index" for the State should read .2145.
- p. 746 **Wisconsin:** Milwaukee County data should read as follows: "% of U.S.A. Income," .7228; "Per Capita Income," \$1,982; "Per Family Income," \$6,644.
- p. 751 **Wisconsin:** Vilas County "Effective Buying Income" should be \$9,578 thousand.
- p. 751 **Wisconsin:** Winnebago County "Retail Sales" should read \$107,925 thousand.
- p. 795 **Ontario:** "Families" for Barrie should read 3.9 thousand; "Per Family Income," \$4,665.
- p. 795 **Ontario:** "Families" for Orillia should read 3.8 thousand; "Per Family Income," \$3,764.
- p. 800 **Ontario:** "Families" for Total Above Cities should read 594.2 thousand; "Per Family Income," \$5,832.

ADVERTISERS' INDEX

Advertising Checking Bureau, Inc.	42-43
Agency: Harris & Bond, Inc.	
Advertising Corporation of America	55
Aero Mayflower Transit Company, Inc.	39
Agency: Caldwell, Larkin & Siderer-Van Riper, Inc.	
Air Express	22
Agency: Robert W. Orr & Associates, Inc.	
Akron Beacon Journal	55
Agency: McDaniel, Fisher & Spelman Company	
Altoona Mirror	76
American Legion Magazine	2
Agency: Tvetter, Inc.	
American Telephone & Telegraph Company (Long Lines)	7
Agency: N. W. Ayer & Son, Inc.	
Architectural Record	16-17
Asselin Fur Company	38
Agency: Bolland-McNary, Inc.	
Aviation Age	27
Agency: Hazard Advertising Company	
Batten, Barton, Durstine & Osborn, Inc.	5
Biddeford Journal	73
Capital Airlines	15
Agency: Lewis Edwin Ryan	
Copper Publications	58
Agency: R. J. Potts, Calkins & Holden, Inc.	
Cellulastic Corporation	21
Agency: Heffernan & McMahon, Inc.	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
The Davenport Newspapers, Inc.	57
Agency: The L. W. Ramsey Advertising Agency	
Decatur Herald	73
Agency: The Biddle Company	
Detroit Lectern Company, Inc.	8
Agency: Ross Roy, Inc.	
Detroit Times	69
Agency: Simons-Michelson Company	
Doval Sales Company	60
Agency: Fradkin Advertising, Inc.	
F-R Corporation	62
Agency: The Weston Company	
Farm Journal	10-11
Agency: Lewis & Gilman, Inc.	
Farmer-Stockman	8
Agency: Lowe Runkle Company	
Fort Worth Star Telegram	64
Agency: Rowland Broiles Company	
Robert Gair Company	48A
Agency: James Thomas Chirurg Company	
Greensboro News & Record	51
Agency: Henry J. Kaufman & Associates	
Hansen Storage Company	60
Agency: Duffy & Associates	
The Heins Company	53
Agency: Paulson-Gerlach & Associates, Inc.	
Hile-Damroth, Inc.	21
Hinde & Dauch	56
Agency: Howard Swink Advertising Agency, Inc.	
The Schuyler Hopper Company	37
Industrial Equipment News	3
Agency: Tracy, Kent & Company, Inc.	
Institute of Radio Engineers	65
Agency: The McCarty Company	
International Automation Exposition	52
Agency: Torkel Gundel, Advertising	
Station KVTU (Sioux City)	63
Agency: W. D. Lyon Company, Inc.	
Kansas Farmer	58
Agency: R. J. Potts, Calkins & Holden, Inc.	
Klein Institute	38
Agency: Philip I. Ross Company	
Little Falls Times	75
Louisville Courier-Journal & Times	73
Agency: Zimmer-McClaskey, Advertising	

McCall's Magazine	1
Agency: Donahue & Coe, Inc.	
McClatchy Newspapers	3rd Cover
Agency: J. Walter Thompson Company	
Marsteller, Rickard, Gebhardt & Reed, Inc.	41
Middletown Press	72
Minneapolis Star & Tribune	18
Agency: Batten, Barton, Durstine & Osborn, Inc.	
National Car Rental System, Inc.	60
Agency: Gene Rison & Associates	
Newark News	12
New London Day	72
Agency: Gordon Schonfarber & Associates, Inc.	
Newport News	77
Norristown Times Herald	77
Agency: Hening & Company, Inc.	
Norwalk Hour	72
The Daily Oklahoman & Times	9
Agency: Lowe Runkle Company	
Orlando Sentinel Star	60
Agency: Hammond, Inc.	
The Packer	19
Agency: Rogers & Smith, Potts-Turnbull, Advertising	
Pasadena Herald News	6
Pittsfield Berkshire Evening Eagle	74
Portland Press Herald Express	75
Practical Builder	46
Agency: Arthur R. MacDonald, Inc.	
Practical Builder	47
Agency: Hal Stebbins, Inc.	

Reynolds Metals Company	23
Agency: Buchanan & Company, Inc.	
Rome Sentinel	76
Santa Rosa Press Democrat	20
Sales Management	61
Salisbury Post	73
Agency: The J. Carson Brantley Advertising Agency	
Saturday Evening Post	2nd Cover
Agency: Batten, Barton, Durstine & Osborn, Inc.	
South Bend Tribune	51
Agency: Lampert, Fox, Prell & Dolk, Inc.	
Stamford Advocate	72
Steelman Station	24
Agency: John Gilbert Craig, Advertising, Inc.	
Successful Farming	45
Agency: L. E. McGiverna & Company, Inc.	
Taunton Gazette	74
Tesori d'Italia, Ltd.	14
Agency: Fairfax, Inc.	
J. Walter Thompson Company	13
Town Journal	10-11
Agency: Lewis & Gilman, Inc.	
United Air Lines	59
Agency: N. W. Ayer & Son, Inc.	
Station WGAL-TV (Lancaster)	24
Agency: John Gilbert Craig, Advertising, Inc.	
Station WNAX (Yankton)	4
Agency: W. D. Lyon Company, Inc.	
Western Union	488
Agency: Albert Frank-Guenther Law, Inc.	
Wilson Memindex Company	14
Agency: Hanford & Greenfield, Inc.	
Woonsocket Call	77
Agency: Gordon Schonfarber & Associates, Inc.	

Proprietary interest offered to

team

SALES MANAGER
(ELECTRONICS/INDUSTRIAL)
DESIGN ENGINEER
(CHIEF ENGINEER)

You two are currently employed in the Electronic or Industrial Components field and most likely by the same concern.

For our requirements, the Sales Manager should be well versed in the methods of marketing and sales and able to introduce and sell a new line to the Electronics or General Industrial fields.

The Design Engineer has already formulated or can design and produce a new line of industrial components.

For a very small investment we will offer both of you, as a team, a minority interest in a subsidiary company which will design and market a new line of general industrial or electronic components.

The parent Metropolitan New Jersey company is a well established, well known firm presently engaged in precision manufacturing. Excellent, flexible and more than ample production facilities and capital are available for a new business. Facilities include: Swiss Automatic Screw Machines; Power Presses; Bench Turret Lathes, etc.; Plating and Finishing; Assembly; Toolroom; 150 Employees.

Naturally, all replies will be held in the strictest of confidence.

Box 3128

c/o Sales Management

THE SCRATCH PAD

By T. Harry Thompson



Midsummer item for a salesman's note book: "Nothing is impossible. We merely don't know yet how to do it."—*Thomas Edison.*

Suggested name for Western Union's multiple telegrams, sent simultaneously to a large list: "Simulgrams."

Wonder who'll be the first to break out with color-television at popular prices?

AJAX: Defier of lightning . . . and dirty bathtubs.

American Express Travelers' Cheques puts it simply: "Never carry more cash than you can afford to lose."

TERMITES: Chew-it-yourself craftsmen.—*J. P. McEvoy.*

Speaking on TV for The American Cancer Society, Vincent Price, of the movies, said *one out of four* of us will get cancer. Yoicks! I had no idea the ratio of incidence was so high.

And then there was the Vowel Song: "Old Macdonald Had a Farm . . . A, E, I, O, U."

A 5-year-old told Art Linkletter yes, he has a pet, a "box terrier," explaining, deadpan, that it's a dog that "chews up boxes."

Most popular cliché in the real-estate classified is: "Must be seen to be appreciated." Like television, huh?

A bar-fly's favorite relative is doubtless Old Grand-Dad.

Ban, the Bristol-Myers underarm deodorant, is applied with the container itself by means of a rolling marble in one end. Why couldn't nail-polish be applied with some sort of ball-point pencil instead of a brush?

Mac McGuire, Berry Asphalt, Magnolia, Arkansas, reminds me I overlooked the "Guaranteed Fly-Killer, \$1" ("In Barnum's Time," SM, Apr. 15). When it arrived, the kit consisted of two small blocks of wood, Mac says, with a large "X" printed in the middle. The instructions were: "Place fly on spot marked X, then strike sharply with second block." Conjured up by a fly-by-night, of course.

The same correspondent says: "The best flings in life aren't free."

"A frugal laborer's son was about to enter medical college when he told his father he had decided to major in obstetrics. 'What do you want to do that for?' asked Pop. 'By the time you graduate, like as not, some other doctor will have found a cure for it.'"—*The Steering-Wheel.*

Good headline: "R/M Brake Linings make good traveling companions." Take a bow, Frank Miller!

And this headline opportunity was overlooked: "Manhattan Bank Joins Chase."

The Psychology Factor

Around the turn of the century, benign, white-haired Dr. Munyon of Philadelphia sold kits of homeopathic remedies by mail. Every newspaper advertisement showed a woodcut bust of the old chap with one finger pointing up at the standard line: "There is hope!"

The Psychology Factor! He wasn't peddling patent medicines *per se*. He was selling *hope*, without which the human race would have perished in its collective crib eons ago.

In our own time, the ebullient Elmer Wheeler made considerable news with his thesis: "Sell the *sizzle* instead of the *steak*!" If memory serves, the J. Walter Thompson agency preceded Elmer with the same theme: "Don't sell the *ticket*. Sell the end of the *ride*!"

Much has been said and written of the ill-starred cigarette campaign which admonished overweight people to "Reach for a You-Know instead of a sweet." You may remember the howl that went up from confectioners, pastry-men, and others whose products use sugar in quantity.

Currently, Chiclets seems to be profiting by that experience. The Psychology Factor is more sound this time, for the Adams people tell you not to eat fattening desserts *between meals* but to chew Chiclets instead. Rich desserts are not condemned for themselves, but rather the eating of them "between meals" . . . a nice out for the advertiser.

Seldom till recently has Stephen F. Whitman & Son told you about the exquisite creams, the chocolate cherries, the Jordan almonds, the French *nougat* and so on that go into a Whitman's Sampler. Instead, it promoted The Psychology Factor . . . the hypothesis that "A woman never forgets the man who remembers." You, the reader, were to *assume* that the product was perfection itself and didn't need detailed selling.

In sales and advertising, it pays to look for The Psychology Factor, a sales-assistant who never complains that he hates trains or planes, or that his feet hurt. Doesn't *your* product or line have a Psychology Factor, over and above the simple sales-points of the merchandise itself? Dig it out and put it on your payroll!



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained area is bigger than Pennsylvania, has more population than West Virginia.

Valley families have nearly \$3½ billion in spendable income (more than Oklahoma), account for more retail sales than Oregon.* You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its part of the Valley.

* 1954 Consumer Markets

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

NO OTHER MEDIUM SELLS WITH SUCH POWER!



YOUR ADVERTISING gets more buying action in Chicago when it appears in the Tribune. More than any other medium, the newspaper gives people buying ideas. And in Chicago the Tribune has the coverage and penetration that produce the greatest volume of sales.

Manufacturers, retailers and want advertisers placed more of their advertising budgets in the Tribune than in all other Chicago newspapers combined.

The people whose buying resulted in such

preference by advertisers for the Tribune are the people you want to sell. They are the ones who have greatest influence and impact on retailers. They are the ones whose preference for your brand will assure you greater sales and a stronger market position.

A Tribune representative will be glad to discuss with you a plan that will help you, as it has helped others, build a consumer franchise among the families who read the Tribune. Why not ask him to call?

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1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

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W. E. Bates
Penobscot Bldg.

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Fitzpatrick Associates
155 Montgomery St.

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Fitzpatrick Associates
3460 Wilshire Blvd.